

**From:** [Jonathan Rosen](#)  
**To:** [B](#)  
**Subject:** Re: Can you talk?  
**Date:** Monday, November 23, 2015 5:04:14 AM

---

Hey. In Hong Kong until Tuesday night. +13 hours so Monday night here. Heading out to dinner but happy to talk this morning. Tomorrow on 17 hour flight so harder to connect.

Sent from my iPhone

> On Nov 22, 2015, at 5:23 PM, B <BCCD@cityhall.nyc.gov> wrote:

>

>

> If so, I'll call you soon

>

>

**From:** [Banks, Angela](#)  
**To:** "[Danielle Schlanger](#)"  
**Subject:** RE: UPDATED PUBLIC SCHEDULE FOR MAYOR BILL DE BLASIO FOR TUESDAY, NOVEMBER 24, 2015  
**Date:** Tuesday, November 24, 2015 11:59:45 AM  
**Attachments:** [image001.png](#)

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Yes, you do.

You're welcome.

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**From:** Danielle Schlanger [mailto:[Danielle.Schlanger@berlinrosen.com](mailto:Danielle.Schlanger@berlinrosen.com)]  
**Sent:** Tuesday, November 24, 2015 11:59 AM  
**To:** Banks, Angela  
**Subject:** RE: UPDATED PUBLIC SCHEDULE FOR MAYOR BILL DE BLASIO FOR TUESDAY, NOVEMBER 24, 2015

Thanks Angela, wanted to triple confirm I get these emails now!

All the best,  
Danielle

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**From:** Banks, Angela [mailto:[abanks@cityhall.nyc.gov](mailto:abanks@cityhall.nyc.gov)]  
**Sent:** Tuesday, November 24, 2015 11:54 AM  
**To:** Danielle Schlanger  
**Subject:** FW: UPDATED PUBLIC SCHEDULE FOR MAYOR BILL DE BLASIO FOR TUESDAY, NOVEMBER 24, 2015



THE CITY OF NEW YORK  
OFFICE OF THE MAYOR  
NEW YORK, NY 10007

**FOR IMMEDIATE RELEASE**

**CONTACT:** [pressoffice@cityhall.nyc.gov](mailto:pressoffice@cityhall.nyc.gov), (212) 788-2958

**UPDATED PUBLIC SCHEDULE FOR MAYOR BILL DE BLASIO FOR TUESDAY,  
NOVEMBER 24, 2015**

**\*\*Pool information updated\*\***

*On Tuesday, Mayor de Blasio and First Lady Chirlane McCray will appear live on CNN's New Day to discuss ThriveNYC: The Mental Health Roadmap for All.*

*Later, the Mayor will create and deliver food packages with Joel Berg of NYC Coalition Against Hunger. This event will be pooled press: TV (NY1), Print (AP), Photo (NYC Mayor's Office).*

*Immediately following, the Mayor will deliver remarks on hunger and food insecurity in New York City. This event is open press, and there will be no Q-and-A.*

*Later, the Mayor will join bi-partisan local elected officials – including Westchester County Executive Robert Astorino, Congressman Jerrold Nadler, Congressman Dan Donovan and Congresswoman Nydia Velázquez – to host a press conference to highlight the need for increased federal transportation funding as New Yorkers prepare for holiday weekend travel. There will be on-topic Q-and-A.*

### **Press Schedule**

#### **Approximately 6:50 AM – Appears Live on CNN**

*Timing is subject to change without notice.*

#### **11:45 AM – Delivers Remarks on Food Insecurity**

St. John's Bread & Life

795 Lexington Avenue

Brooklyn, NY 11221

*A press van will depart the east gate of City Hall at 11:00 AM. Footage will be provided by NYC Media and will be available shortly following the event on Encompass Port CTY- 4205. Official photos will be available at flickr.com/nycmayorsoffice shortly following the event.*

#### **4:00 PM – Hosts Press Conference to Highlight Need for Increased Federal Transportation Funding**

Amtrak Rotunda – Penn Station

New York, NY 10001

*Press should enter Penn Station from the taxi way on 31st or 33rd Street midway between 7th and 8th avenues and proceed down the escalators to the rotunda. Footage will be provided by NYC Media and will be available shortly following the event on Encompass Port CTY- 4205. Official photos will be available at flickr.com/nycmayorsoffice shortly following the event.*

###

**From:** [Wu, Kenny](#)  
**To:** [Danielle Schlanger](#)  
**Subject:** Re: Thanks for your help Kenny  
**Date:** Tuesday, November 24, 2015 11:59:53 AM

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<https://youtu.be/94-F8P-HJC4>

Here's the link

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**From:** Danielle Schlanger <[Danielle.Schlanger@berlinrosen.com](mailto:Danielle.Schlanger@berlinrosen.com)>  
**Date:** Tuesday, November 24, 2015 12:58 PM  
**To:** Kenny Wu <[kwu@cityhall.nyc.gov](mailto:kwu@cityhall.nyc.gov)>  
**Subject:** Thanks for your help Kenny

Appreciate it.

-Danielle

Danielle Schlanger  
BerlinRosen Public Affairs  
[danielle.schlanger@berlinrosen.com](mailto:danielle.schlanger@berlinrosen.com)  
O: (646) 200-5309  
C: (917) 859-8064

**From:** [Dan Levitan](#)  
**To:** [Grybauskas, Natalie](#)  
**Subject:** RE: Catch up today?  
**Date:** Wednesday, December 02, 2015 12:10:23 PM

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Anytime before 2

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Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@levitandan

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**From:** Grybauskas, Natalie [mailto:NGrybauskas@cityhall.nyc.gov]  
**Sent:** Wednesday, December 02, 2015 11:31 AM  
**To:** Dan Levitan <dan@berlinrosen.com>  
**Subject:** RE: Catch up today?

Was just about to email you. Yes, let's talk. When is good?

---

**From:** Dan Levitan [<mailto:dan@berlinrosen.com>]  
**Sent:** Wednesday, December 02, 2015 11:22 AM  
**To:** Grybauskas, Natalie  
**Subject:** Catch up today?

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@levitandan

**From:** [Fialkoff, Gabrielle](mailto:Fialkoff_Gabr_els)  
**To:** [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com)  
**Subject:** City Announces Public-Private Partnership to Promote Better Health Outcomes  
**Date:** Thursday, December 03, 2015 11:14:26 AM

Dear Jonathan

I am so pleased to announce an important new public-private partnership called Building Healthy Communities. This unique initiative seeks to improve community health outcomes in 12 of our highest-need neighborhoods by increasing opportunities for physical activity, improving access to fresh and affordable food and promoting safe and vibrant public spaces.

Building Healthy Communities is an example of an important strategic alliance between the public and private sectors that allows for private funds to unlock and maximize public dollars. We are grateful to our founding partners Unilever whose commitment is the largest corporate commitment to the City to date, the Laurie M. Tisch Illumination Fund and the New York State Health Foundation and also to our 11 City agencies who have worked together to bring this initiative to life.

Below please read more about Building Healthy Communities in today's Wall Street Journal.

Please feel free to reach out to me directly to learn more about Building Healthy Communities and to get involved in our efforts to ensure that the places where we live, learn, work and play support good health.

Best regards  
Gabrielle

Gabrielle Fialkoff  
Senior Advisor to the Mayor  
Director of the Office of Strategic Partnerships  
212-341-5084  
[gialkoff@cityhall.nyc.gov](mailto:gialkoff@cityhall.nyc.gov)

**Wall Street Journal : Creating Oases in New York City's 'Food Deserts'**

Farms being built at public housing sites to grow produce for communities with limited access to healthy food  
By Zolan Kanno-Youngs  
Dec. 2, 2015

When Sade Bennett started working in April at a small farm on the grounds of a New York City Housing Authority complex in Brooklyn, she had a GED, a 5-year-old son, and a desire to better her health and her community.

She has learned how to grow produce, cook it in the healthiest manner, and along the way she obtained a certificate qualifying her to work in some sustainability-related jobs. She even surprised her family at Thanksgiving this year when she arrived with fresh vegetables.

"The lessons that we've learned, we take it home to our kids and they have healthier mind-sets," said Ms. Bennett, 25 years old, who lives in the Crown Heights neighborhood of Brooklyn.

The 1-acre plot where Ms. Bennett worked, known as the NYCHA farm at Red Hook, will serve as a prototype for Mayor Bill de Blasio's new Building Healthy Communities initiative. The multimillion-dollar public-private partnership aims to improve the health of New Yorkers in 12 communities that have limited access to healthy food and are sometimes referred to as food deserts.

The initiative plans to build more urban farms, expand school gardens and establish community-center culinary programs and farmers markets.

"Our neighborhoods must be able to offer access to healthy food, opportunities for physical activity and safe, vibrant public spaces," Mr. de Blasio said.

Unilever, a multinational consumer goods company, has already committed \$4.1 million to the initiative. The Laurie M. Tisch Illumination Fund and the New York State Health Foundation have each pledged \$500,000. The initiative will also use funding from the city Department of Parks & Recreation's Community Parks Initiative, as well as other agencies.

Urban farms will be constructed on NYCHA sites in East Harlem and Brooklyn's Canarsie section as well as the South Bronx and Staten Island within the next three years. One urban farm is already being designed at the Howard Houses in Brownsville, in Brooklyn. The other neighborhoods should receive money to maintain pedestrian plazas, establish farmers markets and install outdoor exercise areas, according to a spokeswoman for the mayor.

The communities were chosen based on their levels of obesity and diabetes, as well as population density and crime.

"We know engaged communities are usually safer communities so that's where we hope we're going with this," said Gabrielle Fialkoff, the director of the city Office of Strategic Partnerships, which will anchor the initiative.

The urban farms will adopt the same model as the Red Hook farm and its workers will be trained by members of its workforce. The urban farm workforce is largely supplied by Green City Force, an AmeriCorps program that enlists 18- to 24-year-olds from low-income backgrounds into environmental service.

The so-called corps members must be unemployed or in a dead-end job and have a GED or high-school diploma. They are paid \$1,000 a month to either work on the NYCHA farming beds or raise the public-housing residents' awareness on energy efficiency.

The produce from the urban farms comes free of charge to the public-housing residents—they only need to volunteer at the farm or bring a bag of kitchen compost from their own home. If they bring compost, they will receive a bag of the same weight filled with collard greens, celery, cucumbers, cabbage or other vegetables and herbs.

The urban farmers then hold culinary classes in a community center to teach residents how to cook the produce.

"The experience of the Red Hook farm was one that we wanted to take elsewhere and bring to our other communities," Ms. Fialkoff said. "I think so much is happening in that one place."  
Ashley White, 25, an alumna of Green City Force and an intern at the city Department of Environmental Protection, said she was motivated to provide healthy food to neighborhoods considered food deserts.

"I go to Manhattan and there's Whole Foods, there's Trader Joe's, there's Union Square, the farmers market," Ms. White said. "We don't have any of that."

The corps members also have used the experience to benefit their own health. Ms. Bennett said that she has been cutting sweets from her diet. And with her first stipend check, she bought a bicycle.

**From:** [Galeano, Cristina](#)  
**To:** [Emily Walsh](#)  
**Subject:** RE: RSVP  
**Date:** Thursday, December 03, 2015 4:32:00 PM

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Hi Emily,

Thank you for your response on behalf of Mr. Jonathan Rosen. We look forward to seeing him at the event on December 14<sup>th</sup>.

Best,  
Cristina

**Cristina Galeano**  
Event Coordinator, Mayor's Office of Special Projects and Community Events  
New York City  
(w) 212-788-2569

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**From:** Emily Walsh [mailto:[Emily@berlinrosen.com](mailto:Emily@berlinrosen.com)]  
**Sent:** Thursday, December 03, 2015 2:21 PM  
**To:** The Office of the Mayor and the First Lady  
**Subject:** RSVP

Hi there,

I would like to RSVP for the Mayor's Fund Holiday Reception on December 14th for Jonathan Rosen. He will attend.

Thank you,  
Emily

Emily Walsh  
BerlinRosen Public Affairs  
[emily@berlinrosen.com](mailto:emily@berlinrosen.com)  
646-200-5310

**From:** [Jonathan Rosen](#)  
**To:** [B](#)  
**Subject:** Re: Quick question/Pls call asap  
**Date:** Friday, December 04, 2015 10:30:15 AM

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Just saw this. Was at my kids school. Left you a message. On cell.

Sent from my iPhone

> On Dec 4, 2015, at 9:41 AM, B <[BCCD@cityhall.nyc.gov](mailto:BCCD@cityhall.nyc.gov)> wrote:

>

>

>



**From:** [Kochnowar, Dana](#)  
**To:** [Matthew Hassett](#)  
**Cc:** [Caroline Nagy](#); [Lucy Raimes](#); [kevin.wolfe@cnycn.org](mailto:kevin.wolfe@cnycn.org); [Greig, Katherine](#); [Clancy, Noreen](#); [Dixon, Lloyd](#); [Jovana Rizzo](#)  
**Subject:** Re: 1-4 family flood insurance affordability study factsheet  
**Date:** Friday, December 04, 2015 7:00:51 PM

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Hi Matt,

We would be open to any edits but would need it done quickly as we are looking to get the canvassing started as soon as possible.

Thanks!  
Dana

On Dec 4, 2015, at 6:02 PM, Matthew Hassett <[matthew.hassett@cnycn.org](mailto:matthew.hassett@cnycn.org)> wrote:

Hi Dana,



Caroline and I definitely have a few thoughts, hopefully will not delay too much. Is this the only material they would be handing out? We would suggest simplifying the text considerably and probably doing a slight graphic redesign. We could work on that first thing next week, but would only do so if you were open to that!

Some of this additional detail could possibly be kept in an FAQ on a second page if that's important. I think if the main goal is just to get them to participate, we need to focus on leave out some of the other info.

Have a good weekend.

Best,  
Matt

Matthew Hassett | Director of Policy & Communications T [646-786-0895](tel:646-786-0895)

**Center for NYC Neighborhoods**  
17 Battery Place, Suite 728 | New York, NY 10004  
[cnycn.org](http://cnycn.org)  
 

On Fri, Dec 4, 2015 at 11:29 AM, Kochnowar, Dana <[DKochnowar@cityhall.nyc.gov](mailto:DKochnowar@cityhall.nyc.gov)> wrote:

Hi,

We have two handouts for the canvassing team from Northfield to distribute to homeowners.

1. I am attaching a copy of the factsheet with information on flood risk and elevation certificates. **Matt, Caroline and Lucy** – we have included the CNYCN homeowner helpline as a key resource – can you review and let me know if you have any feedback?

2. Z-cards for Staten Island – these are borough specific and citywide preliminary-FIRMs with our key messages (Understand your Risk, Buy Flood Insurance) and resources.

We are looking to get these materials to Northfield by early next week so they can be ready to go as soon as possible.

Thanks!

Dana

**Dana Kochnower** | Senior Policy Advisor

NYC Mayor's Office of Recovery and Resiliency

253 Broadway - 10th floor | New York, NY 10007

[212-676-0022](tel:212-676-0022) | [dkochnower@cityhall.nyc.gov](mailto:dkochnower@cityhall.nyc.gov) | [nyc.gov/resiliency](http://nyc.gov/resiliency)

**From:** [Grybauskas, Natalie](mailto:Grybauskas.Natalie)  
**To:** "[Dan Levitan](mailto:Dan.Levitan)"  
**Subject:** RE: can we talk today, please?  
**Date:** Wednesday, December 09, 2015 11:35:34 AM

---

Yea 2 min

---

**From:** Dan Levitan [<mailto:dan@berlinrosen.com>]  
**Sent:** Wednesday, December 09, 2015 11:34 AM  
**To:** Grybauskas, Natalie  
**Subject:** RE: can we talk today, please?

Now still work?

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
[@levitandan](mailto:@levitandan)

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**From:** Grybauskas, Natalie [<mailto:NGrybauskas@cityhall.nyc.gov>]  
**Sent:** Wednesday, December 09, 2015 10:46 AM  
**To:** Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)>  
**Subject:** RE: can we talk today, please?

Great. I'll call you.

---

**From:** Dan Levitan [<mailto:dan@berlinrosen.com>]  
**Sent:** Wednesday, December 09, 2015 10:44 AM  
**To:** Grybauskas, Natalie  
**Subject:** RE: can we talk today, please?

Yup!

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
[@levitandan](mailto:@levitandan)

---

**From:** Grybauskas, Natalie [<mailto:NGrybauskas@cityhall.nyc.gov>]  
**Sent:** Wednesday, December 09, 2015 10:43 AM  
**To:** Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)>

**Subject:** RE: can we talk today, please?

Free at 11:30?

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**From:** Dan Levitan [<mailto:dan@berlinrosen.com>]

**Sent:** Wednesday, December 09, 2015 10:42 AM

**To:** Grybauskas, Natalie

**Subject:** RE: can we talk today, please?

What time works for you?

--

Dan Levitan

BerlinRosen Public Affairs

O: 646.200.5315

C: 201.674.7475

@levitandan

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**From:** Grybauskas, Natalie [<mailto:NGrybauskas@cityhall.nyc.gov>]

**Sent:** Wednesday, December 09, 2015 10:42 AM

**To:** Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)>

**Subject:** can we talk today, please?

**From:** [Restler, Lincoln](#)  
**To:** [dan@berlinrosen.com](mailto:dan@berlinrosen.com)  
**Subject:** Background for Tomorrow  
**Date:** Wednesday, December 16, 2015 10:31:25 PM

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Hey Dan Levitan!

As always – really appreciate your help. See background below. Pls keep confidential. We are gathering quotes by 815am for release if at all possible.

Thank you!

Lincoln

## NYC HOME-STAT

To better and more quickly respond to the street homelessness problem, the City will create **HOME-STAT** – Homeless Outreach & Mobile Engagement Street Action Teams. The initiative will partner existing homeless response and prevention programs with a series of new initiatives designed to better identify, engage, [delete this word – monitor] and transition homeless New Yorkers to appropriate services and, ultimately, permanent housing.

HOME-STAT will be the most comprehensive street homelessness outreach effort ever deployed in a major American city. HOME-STAT is funded from within existing resources at DHS, so no new dollars are necessary. HOME-STAT adds three new elements to the City's homeless prevention and response policy:

### **Proactive Canvassing**

- 
- The Mayor's Office of Operations is launching an effort that will, for the first time ever, **conduct a proactive daily canvass of every block from Canal Street to 145<sup>th</sup> Street**, focusing on hot spots and improving the City's ability to quickly identify issues and deploy resources to the people and places they are needed most. In addition to the daily canvass, HOME-STAT survey teams will conduct a daily identification of hot spots of persistent homeless presence throughout the five boroughs. This new mobile proactive canvass will involve **60 field and analytic staff** responsible for gathering and reporting real-time information used to deploy resources and track initiative outcomes.
- The Mayor's Office of Operations will create a suite of **HOME-STAT dashboards** including a daily public dashboard that maps service requests and data from HOME-STAT survey and outreach teams, and the police department. A monthly dashboard will report on aggregate outcomes, conditions and performance beginning in early 2016.
- In addition to the daily information generated by the canvassing operation, the City will conduct **comprehensive quarterly nighttime counts** to provide a more complete and real-time understanding of homelessness in New York City.
-

**Immediate Response**

- 
- HOME-STAT will increase contracted Street Outreach Team staff and build a **rapid-response capacity** to respond to 311 calls and information received from HOME-STAT field staff in all five boroughs and throughout the subway system. HOME-STAT outreach teams will set an average response time of one hour when the program is fully operational in March 2016. With HOME-STAT, New York City’s homeless **outreach staff will grow from 175 to over 300.**
- The New York City Police Department will **redeploy 40 officers to its 70-officer Homeless Outreach Unit** to respond to calls regarding encampments, large hot spots, and those experiencing emotional disturbance or exhibiting erratic behavior. The NYPD will set a non-emergency average response time of one hour. Emergencies will continue to be handled via 911.

**Citywide Case-by-Case Integration and Management**

- HOME-STAT will create a **citywide case management system** that ~~pairs~~ provides case managers for the street outreach services ~~who can~~ to ensure City service integration, continuous monitoring and outreach, and rapid response to individual problems. All HOME-STAT agencies – including DHS, NYPD, and other human services agencies – will play an operational and case management staffing role in this effort. The NYC SAFE Hub, a central command for tracking mentally ill individuals with a history of erratic or violent behavior, will partner in this effort. The Mayor’s Office of Operations will ensure multi-agency integration and accountability.

###

**Topline Facts**

- HOME-STAT will be the most comprehensive street homelessness outreach effort ever deployed in a major American city.
- This effort pairs existing homeless prevention, outreach and public safety efforts with new initiatives focused on expanded canvassing, rapid response, and individualized case management.
- 60 new field and analytic staff and 137 new outreach staff will be involved in HOME-STAT.

-  
-  
-

**From:** [Hatch, Peter](#)  
**To:** ["Valerie Berlin"](#)  
**Subject:** RE: Holidays  
**Date:** Tuesday, December 22, 2015 12:39:57 PM

---

We missed you and next time come post-show -- we go late. Likewise and soon!

-----Original Message-----

From: Valerie Berlin [<mailto:Valerie@berlinrosen.com>]  
Sent: Tuesday, December 22, 2015 12:14 PM  
To: Hatch, Peter  
Subject: Holidays

So sorry we missed your holiday party. We didn't get out of the show until much later than we expected so thought it would have been way too late to stop by.

Hope you and Hilary and the girls are all well. Happy holidays and hope to see you in the new year!

Valerie

Sent from my iPhone

**From:** [Fialkoff, Gabrielle](mailto:Fialkoff, Gabrielle)  
**To:** ["jonathan@berlinrosen.com"](mailto:jonathan@berlinrosen.com)  
**Subject:** Thank You  
**Date:** Thursday, December 24, 2015 10:50:19 AM  
**Attachments:** [image001.png](#)

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**MAYOR'S OFFICE OF STRATEGIC PARTNERSHIPS  
CITY HALL  
NEW YORK, NY 10007**

Dear Jonathan –

I hope this note finds you and your loved ones enjoying the holiday season. With 2015 coming to a close, I wanted to take a moment to look back on some of the partnerships the de Blasio administration has formed this year with the private sector and the impact that these initiatives are already having on the lives of our 8.5 million fellow New Yorkers.

Below are a few of the highlights; whether it is increasing workforce opportunities for New York's young people, reforming our mental health system, or re-opening Gracie Mansion, (please let me know if you would like to arrange a tour in the New Year) we are extremely proud to have worked with so many committed individuals, corporations, and foundations to create access and opportunity for so many New Yorkers.

Thank you for your partnership and commitment to our great City, working together it will remain the safest city in America and the commerce and cultural capital of the world.

I look forward to working with you in the New Year.

Happy Holidays,  
Gabrielle

***Mayor's Office of Strategic Partnerships 2015 Year in Review***

**Created the Center for Youth Employment**

*This unprecedented interagency public-private partnership coordinates the City's youth workforce programs and serves as an entry point for private sector employers:*



- \$5.4 million year-one private sector investment from over 60 partners
- Doubled quality private sector paid internships in the Ladders for Leaders program from 475 to 1,035
- Increased summer jobs for the city's vulnerable youth from 1,000 to 2,078
- Funded training for 1,000 guidance counselors, teachers and other educators in college and career readiness.

### **Announced Computer Science for All**

*\$81 million public-private partnership to deliver computer science education to all 1.1 million NYC public school students:*

- Increasing share of public school students receiving computer science education from 5% to 100% over ten years
- Meeting the private sector's need for 233,000 new tech employees with a diverse and local talent pipeline

### **Won Social Innovation Fund Grant for "Connections to Care"**

*A five-year, \$30 million partnership with the White House's Corporation for National and Community Service:*

- Grant increases access to mental health services by training staff in mental health techniques at partnering community-based organizations
- Program targets hard-to-reach populations and those who are in need but may not seek out services

### **Released ThriveNYC**

*Mental Health Roadmap, developed by the Mayor's Fund, guided the City toward a more effective and holistic mental health system. ThriveNYC has 54 initiatives to increase mental health services, including:*

- Training 250,000 New Yorkers on mental health First Aid
- Recruiting 400 clinicians to serve in NYC Mental Health Corps
- Citywide public awareness campaign

### **Launched Building Healthy Communities**

*Targeting 12 historically underserved neighborhoods to improve access to healthy food, increase physical activity, and promote public safety:*

- Creating green spaces, urban farms, gardens, engaged and safe communities, and programming to address chronically high rates of disease in our most high-need neighborhoods
- \$5.3 million committed from private funders, including Unilever (largest corporate commitment in City history), the Laurie M. Tisch Illumination Fund, and the New York State Health Foundation

### **Partnered with Warby Parker to Expand Vision Screenings in Community Schools**

*Helping students overcome barriers to learning:*

- Serving over 65,000 students, K-12 in 130 Community Schools with full vision screenings
-

Homegrown tech company Warby Parker providing 20,000 free pairs of glasses to students

**Announced “Talk to Your Baby”**

*Public-private partnership with Scholastic, Inc., Sesame Workshop and Clinton Foundation urging parents to talk, read, and sing to their babies during critical 0-3 age range:*

- Provided baby book bundles that included a book edited by First Lady Chirlane McCray and an evidence based tool-kit for parents to 200,000 low-income families
- Funded media campaign to reach new parents via TaxiTV, subway ads, and text messaging

**Opened Gracie Mansion**

*Reopened the People’s House to New Yorkers across the five boroughs:*

- “Windows on the City,” a new installation featuring 49 new works of art reflecting diversity of New York during the Federal period
- Resumed weekly public tours
- Developing new programming in the home and across the five boroughs to connect New Yorkers to Gracie Mansion and of our shared history.

Gabrielle Fialkoff

Senior Advisor to the Mayor

Director of the Office of Strategic Partnerships

212-341-5084

[gfialkoff@cityhall.nyc.gov](mailto:gfialkoff@cityhall.nyc.gov)

**From:** [Grybauskas, Natalie](#)  
**To:** [Jovana Rizzo \(jovana@berlinrosen.com\)](mailto:jovana@berlinrosen.com)  
**Subject:** FW: LINK NYC  
**Date:** Tuesday, December 29, 2015 3:17:14 PM

---

Do you have any pics from yesterday?  
If so I can send him your way

---

**From:** Mocker, Gregory [<mailto:mocker@pix11.com>]  
**Sent:** Tuesday, December 29, 2015 3:16 PM  
**To:** Grybauskas, Natalie  
**Subject:** Re: LINK NYC

Hi Natalie - good tues to ya  
I'm getting quick video of the soon to be wifi phone spot

It's covered up now - I see some pics on the website link NYC

Do u have any images you could email for the preview ?

Thanks

Greg Mocker  
PIX11 NEWS

On Dec 28, 2015, at 2:29 PM, Grybauskas, Natalie <[NGrybauskas@cityhall.nyc.gov](mailto:NGrybauskas@cityhall.nyc.gov)> wrote:

Would call it a testing period prior to full public launch – and I'd keep timeline on that to "in the coming months" and not go into more detail because timing is obviously a little up in the air – we are testing them!

Thanks Greg, will keep you posted.

---

**From:** Mocker, Gregory [<mailto:mocker@pix11.com>]  
**Sent:** Monday, December 28, 2015 2:22 PM  
**To:** Grybauskas, Natalie  
**Subject:** LINK NYC

Hi Natalie ...  
Happy Holidays

I see some additional installations are going on for the LINK NYC program.  
Would it be possible to do a story on that this week? Could we meet at an installation point and talk to someone?  
I know it's a DOITT project .. I've emailed that press office too. Could you direct me to a contact, if it's not you.

[REDACTED]  
Greg

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**From:** Grybauskas, Natalie <[NGrybauskas@cityhall.nyc.gov](mailto:NGrybauskas@cityhall.nyc.gov)>  
**Sent:** Thursday, November 12, 2015 1:27 PM  
**To:** Mocker, Gregory  
**Subject:** RE: 311 screens

Sure. I'll ask about the captcha.

Thanks for passing along all this troubleshooting, Greg! Very much appreciated.

---

**From:** Mocker, Gregory [<mailto:mockers@pix11.com>]  
**Sent:** Thursday, November 12, 2015 4:24 PM  
**To:** Grybauskas, Natalie  
**Subject:** Re: 311 screens

Hi Natalie ..

seems that their concerns have been addressed

except on the mobile site ... one is still having a problem with the captcha on the blackberry browser, which had been working up til recently.

i can submit items on my iphone.

let's stay in touch

----

**From:** Grybauskas, Natalie <[NGrybauskas@cityhall.nyc.gov](mailto:NGrybauskas@cityhall.nyc.gov)>  
**Sent:** Wednesday, November 11, 2015 12:04 PM  
**To:** Mocker, Gregory  
**Subject:** RE: 311 screens

Ok. I will have to reach out to you first thing in AM – it's a holiday so the computer guys I would need to check into this are out of the office.

---

**From:** Mocker, Gregory [<mailto:mockers@pix11.com>]  
**Sent:** Wednesday, November 11, 2015 3:02 PM  
**To:** Grybauskas, Natalie  
**Subject:** 311 screens

Hi Natalie ... I think I figured out part of the possible issue with 311

this is from the desk top web page - i got these screen shots.

when I use the "DATE CREATED" search -- and put in it Nov 1 thru Nov 11,  
and click search it shows ZERO REQUESTS

however when I use "OPEN AND RECENTLY CLOSED" to search the reports do  
come up and the map is colored

could this be a glitch -- give me a call when you have a chance [REDACTED] --  
i'm not reporting on this today -- but it may be something for tomorrow

it seems that the requests are being processed, but when searching in a certain  
way, they don't come up

the community activists have been emailing me.

**From:** [Hagelgans, Andrea](#)  
**To:** [Jonathan Rosen](#)  
**Cc:** [Blumm, Kate](#)  
**Subject:** Re: SOTC  
**Date:** Tuesday, December 29, 2015 10:07:59 PM

---

Cool. Safe travels

Sent from my BlackBerry 10 smartphone.

Original Message

From: Jonathan Rosen  
Sent: Tuesday, December 29, 2015 10:05 PM  
To: Hagelgans, Andrea  
Cc: Blumm, Kate  
Subject: Re: SOTC

I will be on my flight back. Will check in with you when I'm back. Hope you guys got a bit of a break this week.

Sent from my iPad

> On Dec 29, 2015, at 4:27 PM, "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov> wrote:  
>  
> Will get a call in number  
>  
> <meeting.ics>

**From:** [B](#)  
**To:** [Hinton, Karen](#); [Hagelgans, Andrea](#)  
**Cc:** [Walzak, Phil](#); [John Del Cecato](#); [Jonathan Rosen](#); [FLONYC](#); [Klein, Monica](#)  
**Subject:** Re: NEWSDAY: Bill de Blasio predicts 2016 will be big year for American progressives  
**Date:** Wednesday, December 30, 2015 7:38:12 AM

---

Yeah and their editorials have been pretty good to us. Let's lean their way a little more

---

**From:** "Hinton, Karen" <[KHinton@cityhall.nyc.gov](mailto:KHinton@cityhall.nyc.gov)>  
**Date:** Wed, 30 Dec 2015 12:31:24 +0000  
**To:** Hagelgans, Andrea <[AHagelgans@cityhall.nyc.gov](mailto:AHagelgans@cityhall.nyc.gov)>  
**Cc:** B <[BCCD@cityhall.nyc.gov](mailto:BCCD@cityhall.nyc.gov)>; Walzak, Phil <[PWalzak@cityhall.nyc.gov](mailto:PWalzak@cityhall.nyc.gov)>; John Del Cecato <[jfdc@akpdmedia.com](mailto:jfdc@akpdmedia.com)>; Jonathan Rosen <[Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com)>; FLONYC <[FLONYC@cityhall.nyc.gov](mailto:FLONYC@cityhall.nyc.gov)>; Klein, Monica <[MKlein@cityhall.nyc.gov](mailto:MKlein@cityhall.nyc.gov)>  
**Subject:** Re: NEWSDAY: Bill de Blasio predicts 2016 will be big year for American progressives

Been pushing AMNY/Newsday for a while! Glad to!

Sent from my iPhone

On Dec 30, 2015, at 7:23 AM, Hagelgans, Andrea <[AHagelgans@cityhall.nyc.gov](mailto:AHagelgans@cityhall.nyc.gov)> wrote:

Yes!

Sent from my BlackBerry 10 smartphone.

---

**From:** B  
**Sent:** Wednesday, December 30, 2015 7:22 AM  
**To:** Walzak, Phil; Hagelgans, Andrea; Hinton, Karen; John Del Cecato; Jonathan Rosen  
**Reply To:** B  
**Cc:** FLONYC  
**Subject:** Fw: NEWSDAY: Bill de Blasio predicts 2016 will be big year for American progressives

---

Ok, well at least ONE reporter understands what I'm talking about! :) This is a message (how national progressive change helps nyc) I will cite a lot in 2016. And karen, make sure we give emily a few exclusives or one-on-ones in the coming months. She has always tried to present our side of the story. Thanks

---

**From:** Clips <[Clips@cityhall.nyc.gov](mailto:Clips@cityhall.nyc.gov)>  
**Date:** Wed, 30 Dec 2015 12:00:53 +0000  
**Subject:** NEWSDAY: Bill de Blasio predicts 2016 will be big year for American progressives

**Bill de Blasio predicts 2016 will be big year for American progressives**

NEWSDAY - Emily Ngo

<http://www.newsday.com/news/new-york/bill-de-blasio-predicts-2016-will-be-big-year-for-american-progressives-1.11274698>

Mayor Bill de Blasio predicted Tuesday that the 2016 election cycle would serve as a “real sea change moment,” placing left-leaning leaders in Washington whose policies would benefit the city.

“The American people are going to make decisions that will have a profoundly important impact on New York City,” the Democratic mayor said at an unrelated Times Square news conference.

He said federal lawmakers will debate funding for mass transit, affordable housing, education and other policies that he called “real domestic issues that have gone untreated.”

De Blasio faced criticism earlier this year for several trips around the country to promote his progressive agenda and for his delayed endorsement of Hillary Clinton for president. He was forced to scrap a presidential forum he had planned in Iowa this month when no candidates committed to attending.

He said that decisions on the national stage affect policy at the local level.

“We had good news a few weeks back when the highway bill finally passed,” de Blasio said, calling it an “example of a national issue that profoundly affected New York City” and a “ray of light” from an often-gridlocked U.S. Congress.

De Blasio, as part of a national bipartisan coalition of mayors, had successfully lobbied for the federal transportation bill that provides \$500 million over five years for city roads, bridges, transit and ferries and roll backed a proposed \$80 million annual cut for subways and buses in the city.

The mayor recommended Tuesday that reporters read an Atlantic magazine article titled “Why America is Moving Left.”

The piece describing a changing electorate led by progressive millennials and minority voters “speaks volumes about what next year is about,” de Blasio said.



**From:** [John Del Cecato](#)  
**To:** [B; Hagelgans, Andrea](#); [Hinton, Karen](#)  
**Cc:** [Walzak, Phil](#); [Jonathan Rosen](#); [FLONYC](#); [Klein, Monica](#)  
**Subject:** Re: NEWSDAY: Bill de Blasio predicts 2016 will be big year for American progressives  
**Date:** Wednesday, December 30, 2015 8:18:19 AM

---

Hear hear!

---

**From:** Bill de Blasio <[BCCD@cityhall.nyc.gov](mailto:BCCD@cityhall.nyc.gov)>  
**Reply-To:** Bill de Blasio <[BCCD@cityhall.nyc.gov](mailto:BCCD@cityhall.nyc.gov)>  
**Date:** Wednesday, December 30, 2015 at 7:38 AM  
**To:** "Hagelgans, Andrea" <[AHagelgans@cityhall.nyc.gov](mailto:AHagelgans@cityhall.nyc.gov)>, "Hinton, Karen" <[KHinton@cityhall.nyc.gov](mailto:KHinton@cityhall.nyc.gov)>  
**Cc:** "Walzak, Phil" <[PWalzak@cityhall.nyc.gov](mailto:PWalzak@cityhall.nyc.gov)>, John Del Cecato <[jfdc@akpdmedia.com](mailto:jfdc@akpdmedia.com)>, Jonathan Rosen <[jonathan@berlinrosen.com](mailto:jonathan@berlinrosen.com)>, FLONYC <[FLONYC@cityhall.nyc.gov](mailto:FLONYC@cityhall.nyc.gov)>, "Klein, Monica" <[MKlein@cityhall.nyc.gov](mailto:MKlein@cityhall.nyc.gov)>  
**Subject:** Re: NEWSDAY: Bill de Blasio predicts 2016 will be big year for American progressives

Let the courtship deepen! :) Well done, Karen

---

**From:** "Hagelgans, Andrea" <[AHagelgans@cityhall.nyc.gov](mailto:AHagelgans@cityhall.nyc.gov)>  
**Date:** Wed, 30 Dec 2015 12:34:15 +0000  
**To:** Hinton, Karen<[KHinton@cityhall.nyc.gov](mailto:KHinton@cityhall.nyc.gov)>  
**Cc:** B<[BCCD@cityhall.nyc.gov](mailto:BCCD@cityhall.nyc.gov)>; Walzak, Phil<[PWalzak@cityhall.nyc.gov](mailto:PWalzak@cityhall.nyc.gov)>; John Del Cecato<[jfdc@akpdmedia.com](mailto:jfdc@akpdmedia.com)>; Jonathan Rosen<[Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com)>; FLONYC<[FLONYC@cityhall.nyc.gov](mailto:FLONYC@cityhall.nyc.gov)>; Klein, Monica<[MKlein@cityhall.nyc.gov](mailto:MKlein@cityhall.nyc.gov)>  
**Subject:** Re: NEWSDAY: Bill de Blasio predicts 2016 will be big year for American progressives

Yes, Karen has done a great job of courting them/emily.

Sent from my BlackBerry 10 smartphone.

---

**From:** Hinton, Karen  
**Sent:** Wednesday, December 30, 2015 7:31 AM  
**To:** Hagelgans, Andrea  
**Cc:** B; Walzak, Phil; John Del Cecato; Jonathan Rosen; FLONYC; Klein, Monica  
**Subject:** Re: NEWSDAY: Bill de Blasio predicts 2016 will be big year for American progressives

---

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---

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**To:** Walzak, Phil; Hagelgans, Andrea; Hinton, Karen; John Del Cecato; Jonathan Rosen  
**Reply To:** B  
**Cc:** FLONYC  
**Subject:** Fw: NEWSDAY: Bill de Blasio predicts 2016 will be big year for American progressives

---

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---

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**Date:** Wed, 30 Dec 2015 12:00:53 +0000  
**Subject:** NEWSDAY: Bill de Blasio predicts 2016 will be big year for American progressives

**Bill de Blasio predicts 2016 will be big year for American progressives**

NEWSDAY - Emily Ngo

<http://www.newsday.com/news/new-york/bill-de-blasio-predicts-2016-will-be-big-year-for-american-progressives-1.11274698>

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The piece describing a changing electorate led by progressive millennials and minority voters “speaks volumes about what next year is about,” de Blasio said.

**From:** [Hagelgans, Andrea](#)  
**To:** ["John Del Cecato"](#)  
**Cc:** [Wolfe, Emma](#); [Phillips, Eric Falk](#); [Jonathan Rosen](#); [Blumm, Kate](#); [Walzak, Phil](#)  
**Subject:** RE: SOTC  
**Date:** Thursday, December 31, 2015 10:23:08 AM

---

Ok, JR- can you join? Otherwise, we'll just meet internally and update folks

---

**From:** John Del Cecato [mailto:jfdc@akpdmedia.com]  
**Sent:** Thursday, December 31, 2015 10:16 AM  
**To:** Hagelgans, Andrea  
**Cc:** Wolfe, Emma; Phillips, Eric Falk; Jonathan Rosen; Blumm, Kate; Walzak, Phil  
**Subject:** Re: SOTC

I'm driving - may not be able to make it on

On Dec 31, 2015, at 10:09 AM, Hagelgans, Andrea <[AHagelgans@cityhall.nyc.gov](mailto:AHagelgans@cityhall.nyc.gov)> wrote:

Ok. Will push to 10:30

---

**From:** Wolfe, Emma  
**Sent:** Thursday, December 31, 2015 10:02 AM  
**To:** Hagelgans, Andrea; Phillips, Eric Falk; John Del Cecato; Jonathan Rosen; Blumm, Kate; Walzak, Phil  
**Subject:** SOTC

5-10 late stuck in other mtg, there soon.

-----  
Organizer: Hagelgans, Andrea  
When: 10:00 AM - 10:30 AM December 31, 2015  
Subject: SOTC  
Location: City Hall - COW - - DIAL IN [REDACTED] - Meeting ID: [REDACTED]

**From:** [Restler, Lincoln](#)  
**To:** ["Dan Levitan"](#)  
**Subject:** RE: Not for circ - cluster policy  
**Date:** Sunday, January 03, 2016 11:16:29 PM

---

You are the man.

---

**From:** Dan Levitan [mailto:[dan@berlinrosen.com](mailto:dan@berlinrosen.com)]  
**Sent:** Sunday, January 03, 2016 11:16 PM  
**To:** Restler, Lincoln  
**Subject:** Re: Not for circ - cluster policy

“Far too much money has been squandered and far too many homeless children's lives have been damaged by the deeply flawed cluster site program. The Mayor's four-point plan to abolish the cluster site program is good news for homeless New Yorkers, good news for affordable housing, and good news for taxpayers. Once again, the City is focusing on proven solutions to homelessness and doing the hard work of reforming a broken system.”

- Sent from my Galaxy S6 -

On Jan 3, 2016, at 8:34 PM, Restler, Lincoln <[lrestler@cityhall.nyc.gov](mailto:lrestler@cityhall.nyc.gov)> wrote:

Hey dude – see draft release below. Let me know if you might be able to provide quote from mary by 10am. Thanks.

**MAYOR DE BLASIO ANNOUNCES THREE YEAR PLAN TO PERMANENTLY END USING CLUSTERS AS HOMELESS SHELTERS**  
***Will Replace with New Shelter Model Combining Affordable Housing and Community Space; Return Clusters to Affordable Housing Market***

Mayor Bill de Blasio today announced a three-year plan to phase out and permanently end New York City's 20-year program of placing homeless families into "cluster" shelter **units - apartm**ents many of which should be permanent affordable housing.

As many of the units as possible will be converted back to affordable housing and other units will be replaced as the Department of Homeless Services puts into place a new model to address homelessness that includes permanent affordable housing, flexible shelter space and community space in the same building.

**"The cluster homeless shelter system is broken and represents the worst combination of expensive housing, bad conditions and poor access to services that homeless families need. Importantly, cluster shelters take badly needed affordable apartments off the market. Now** we have a solid, practical program for ending the use of clusters, returning apartments to the market and providing new shelters that are attractive for both residents and the communities in which they are located," Mayor de Blasio said.

“Cluster” homeless shelters involve placing families in regular rental apartments in buildings with other rent paying tenants. This policy was begun more than 20 years ago. The City pays both rent and an additional amount for services.

The plan to phase out the use of clusters will begin during the 90-day review of homeless services that the Mayor ordered on December 15. All 3,265 cluster shelter units will either be converted to permanent housing or replaced by December 31, 2018. It will be funded with existing resources and includes the following:

- Initiating enforcement actions against owners of buildings with chronic building code infractions in which DHS "cluster" shelter units are located, including notification that HRA will withhold rent pursuant to New York State Social Services Law Section 143-b where landlords fail to correct unsafe conditions. Under this law, landlords are barred from evicting tenants for nonpayment of rent.

“If building code violations and fines are not a strong enough incentive for a landlord to fix his property, we believe that withholding the rent will be a powerful tool that they won’t ignore. This also will benefit other renters in the building,” said Human Resources Commissioner Steven Banks.

- Engaging responsible owners of buildings with DHS "cluster" shelter units in a new initiative to upgrade their buildings and return the "cluster apartments" to permanent housing in which the families residing there can remain as tenants. This will both reduce the number of homeless families and permanently return those apartments to the affordable market.

"We want to work with responsible owners to convert cluster shelter units in their buildings back to permanent housing or phase out their use by replacing them with a new approach to homelessness," Banks added.

- Revising DHS's open-ended RFP for new shelters to instead seek proposals for new housing models that combine permanent affordable housing with transitional housing and community space. Under this model, shelter residents will receive services including rapid rehousing.

- Deploying HRA staffing as a “rapid rehousing team” to promote shelter move outs from family shelters to permanent housing to help decrease reliance on “cluster” units. The required headcount for this initiative is included in the January Plan. Experience has shown that households with rental assistance vouchers are more successful finding housing if they have support in their search.

Today’s announcement delivers on a promise the Mayor made to end the use of clusters (when, where, campaign?).

In March, the City Department of Investigation reported the results of its investigation, requested by the Mayor, into homeless shelters, including clusters. DOI found the cluster sites to be the worst maintained, the most poorly monitored, and provide the least adequate social services to families. The report recommended reducing the use of clusters.

The cluster program currently includes 3,265 units in 279 buildings spread around the City housing about 11,000 people. The City pays about \$x,000 per unit, a total of \$xx million a year. The cost includes both rent and social services, but because the units are dispersed in many buildings, actual access to those services has been found to be problematic.

The program was started by Mayor Giuliani in (year to come).

The City will evaluate buildings with cluster units operated by landlords currently on Public Advocate Letitia James list of worst landlord watch list for housing code enforcement actions, including under the law permitting withholding of rent by HRA. That evaluation will begin this week.

The new model for shelters is based on a concept called Gateway Housing, which is similar to the HPD HomeStretch program, in that it will include permanent affordable housing, shelter units and community space in the same building. The estimated cost of this combination of housing and services will be about a third less than traditional shelter, which costs at least \$37,000 a year for a family. The new model also includes services that have been proven to work and are tailored to the needs of individuals and families, rather than a one-size-fits all model. It will focus on the one-third of those in homeless shelters who repeatedly return to shelter in order to break that cycle.

Lincoln Restler  
Intergovernmental Affairs  
Mayor's Office  
212.341.5037

**From:** [Phillip Walzak](#)  
**To:** [emma maquire wolfe](#)  
**Cc:** [Thomas Snyder](#); [Nick Baldick](#); [Jonathan Rosen](#); [John Del Cecato](#); [Ross Offinger](#); [Gabriel Schnake Mahl](#); [Seignious, Sandy](#); [Williams, Dominic](#); [Fialkoff, Gabrielle](#); [N. Smith](#); [dkieve@hilltoppublicsolutions.com](mailto:dkieve@hilltoppublicsolutions.com); [Salazar-Rodriguez, Prisca](#)  
**Subject:** Re: Meeting hold  
**Date:** Monday, January 04, 2016 10:47:38 AM

---

will do whatever

On Mon, Jan 4, 2016 at 10:25 AM, emma maquire wolfe <[REDACTED]> wrote:

will make myself available.

#

this is a personal account - for official business please email at [ewolfe@cityhall.nyc.gov](mailto:ewolfe@cityhall.nyc.gov)

thanks

#

On Mon, Jan 4, 2016 at 10:04 AM, Thomas Snyder <[REDACTED]> wrote:

Mayor and Chirlane really want to have this meeting occur on a weekend, specifically January 16 or 17. **So: January 12 if OFF.**

Please indicate your availability to attend a meeting on either or both of Saturday the 16th and Sunday the 17th. These would be daytime meetings. Sorry for all the confusion.

On Sun, Jan 3, 2016 at 3:20 PM, tomsnyder <[REDACTED]> wrote:

Please hold Tuesday January 12, 4 - 8pm at Gracie for our mini-retreat. All out of towners can make this time. Awaiting final confirm from First Lady to lock down.

Sent from my iPad



**From:** [Thomas Snyder](#)  
**To:** [Nick Baldick](#); [Jonathan Rosen](#); [John Del Cecato](#); [Ross Offinger](#); [Emma Wolfe](#); [PhiWalzak \(gmail.com\)](#); [Williams, Dominic](#); [Fialkoff, Gabrielle](#); [N. Smith](#); [dkieve@hilltoppublicsolutions.com](#); [FLONYC](#); [BdB](#)  
**Cc:** [Salazar-Rodriguez, Prisca](#); [John, Roxanne](#); [Seignious, Sandy](#); [Gabriel Schnake Mahl](#)  
**Subject:** Re: Meeting hold  
**Date:** Tuesday, January 05, 2016 10:58:16 AM

---

CONFIRMED: We will meet Sunday January 17th at Gracie for our mini-retreat. 11am - 3pm.

On Mon, Jan 4, 2016 at 10:04 AM, Thomas Snyder <[REDACTED]> wrote:  
Mayor and Chirlane really want to have this meeting occur on a weekend, specifically January 16 or 17. **So: January 12 if OFF.**

Please indicate your availability to attend a meeting on either or both of Saturday the 16th and Sunday the 17th. These would be daytime meetings. Sorry for all the confusion.

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Sent from my iPad

**From:** [Restler, Lincoln](#)  
**To:** [Mary Brosnahan \(MBrosnahan@cfthomeless.org\)](#)  
**Cc:** [dan@berlinrosen.com](#)  
**Subject:** FW: FINAL HERMINIA RELEASE  
**Date:** Tuesday, January 05, 2016 3:05:05 PM  
**Attachments:** [image001.png](#)

---

Hi Mary – see press release both on Herminia. Would you be interested in offering a supportive quote? We are sending out at 345pm.

Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.

---

**From:** Boeglin, Rosemary <[RBoeglin@cityhall.nyc.gov](mailto:RBoeglin@cityhall.nyc.gov)>  
**Sent:** Tuesday, January 5, 2016 2:34 PM  
**To:** Wolfe, Emma; Walzak, Phil; Hinton, Karen; Hagelgans, Andrea; Lauter, Rachel  
**Subject:** FINAL HERMINIA RELEASE

Printing now.



THE CITY OF NEW YORK  
OFFICE OF THE MAYOR  
NEW YORK, NY 10007

**FOR IMMEDIATE RELEASE:** January 5, 2015  
**CONTACT:** [pressoffice@cityhall.nyc.gov](mailto:pressoffice@cityhall.nyc.gov), [\(212\) 788-2958](tel:2127882958)

**MAYOR DE BLASIO APPOINTS HERMINIA PALACIO AS DEPUTY MAYOR FOR  
HEALTH AND HUMAN SERVICES**

*Nationally-recognized expert in strategic long-term planning and crisis response to begin  
January 25*

*City also announces shifting roles for senior administration leadership half way through  
Administration*

**NEW YORK**—Mayor Bill de Blasio announced today the appointment of New York City native Herminia Palacio as Deputy Mayor for Health and Human Services.

Palacio is a crisis management expert who as Executive Director of the Harris County Public Health and Environmental Services coordinated health services for 27,000 people from the New Orleans area to Houston during Hurricane Katrina in 2005. Her work during Hurricane Katrina earned Palacio the Excellence in Health Administration Award by the American Public Health Association in 2007. Palacio also previously served as a Senior Policy Advisor for the San Francisco Department of Public Health, where she served on the front lines combatting HIV/AIDS.

With 25 years of experience in a range of health and social services professions, Palacio will be tasked with addressing homelessness across the five boroughs, developing a citywide network for mental health support, coordinating across the City's public health care system, improving access to social services for all New Yorkers, and ensuring agencies that oversee the City's most vulnerable populations, such as children and victims of domestic violence, are [run](#) compassionately and effectively.

As Executive Director of the Harris County Public Health and Environmental Services, Palacio is well-prepared to take on NYC's most pressing challenges, having played a major role in the Astrodome/Reliant Park mega-shelter operation for over 27,000 evacuees from Hurricane Katrina to Harris County, Texas. Running all of the public health operations for the shelter, Palacio established a public health department for a "city" that went from a population of 0 to 27,000 in two days, identified and contained health outbreaks before they started, and aptly managed thousands of physicians and nurses to effectively triage 150 patients an hour.

"Herminia is a born and bred New Yorker, and a tried and true leader. When she led the health department in Harris County, she took in and cared for thousands of evacuees from Hurricane Katrina with extraordinary capability and compassion. When she stood on the front lines of an HIV/AIDS crisis in San Francisco, her innovative approach to public health programming was lauded across the country and archived in a national museum of science. And when her hometown of New York City called on her to bring New Yorkers off the streets and into permanent housing, secure a bright future for our kids in foster care, and help us weave together fragmented mental health care providers into a comprehensive network, Herminia was ready to answer the call," said **Mayor Bill de Blasio**. "I am proud to welcome her to this Administration and greatly anticipate the powerful work we will do with her at the helm of Health and Human Services."

"New York City has my heart. It is my home. The opportunity to serve the people of New York City as a Deputy Mayor is a tremendous honor, particularly with this Administration, which has built on a foundation of equity and social justice that speaks the values that have motivated my work my entire life. It is a responsibility and privilege I cherish, and I want to thank Mayor de Blasio for this incredible opportunity," said **Herminia Palacio**.

Palacio's experience and deft leadership in Harris County – which includes the city of Houston, Texas – and San Francisco, California is nationally-recognized and demonstrates her capability in both strategic long-term planning and crisis response. Throughout a storied career, Palacio has demonstrated strong dedication to public health issues and a clear ability to respond with innovative solutions that influence national policy.

Palacio enters her new role with extensive public health experience across a broad range of sectors, including academic, government, clinical and non-profit. She most recently served as Director of Advancing Change Leadership at the Robert Wood Johnson Foundation, where she was responsible for developing and implementing new health leadership programs. Prior to joining RWJF, she served as Executive Director of Harris County Public Health and Environmental Services, the local health department for more than four million people in Harris County, Texas.

As Deputy Mayor, Palacio will oversee the Department of Health and Mental Hygiene, NYC

Health + Hospitals, Human Resources Administration, Department of Homeless Services, Agency for Children's Services, Office of the Chief Medical Examiner, Office to Combat Domestic Violence and Office of Food Policy. She will also work closely with First Deputy Mayor Shorris and Commissioner Steve Banks in the on-going review of the City's homeless programs.

Palacio, 54, formally begins on January 25. She will earn \$227,737.

In other changes in the Administration, Deputy Mayor Alicia Glen, in addition to her current responsibilities, will take on oversight of the Department of Parks and Recreation as well as the Housing Recovery Office.

In addition to his existing roles, Deputy Mayor Buery will oversee the Department of Youth and Community Development, Department of Probation, Department of Aging, the Mayor's Offices for Immigrant Affairs, Veterans Affairs, and People with Disabilities, as well as serving as the City's liaison to the City University of New York (CUNY).

First Deputy Mayor Shorris will continue to oversee all other agencies as well as the general operations of the government, including coordinating the work of the Department of Education and the Police Department.

Senior Advisor Bill Goldstein will be retiring from full-time City service. He will remain as an unpaid advisor to the First Deputy Mayor on construction matters and continue to serve on the MTA Capital Program Review Board on behalf of the City.

Dan Zarrilli will lead climate issues for the City, including the Office of Recovery and Resiliency, and the Office of Sustainability.

"I worked closely with Herminia during her time in the San Francisco Department of Public Health. She is a substantive, policy-focused, and innovative leader, who deftly managed San Francisco's AIDS crisis – serving as a compassionate voice for our city. Herminia is capable, engaging, and an excellent choice for Deputy Mayor," said **Gavin Newsom, Lieutenant Governor Gavin Newsom.**

**Risa Lavizzo-Mourey, President and CEO of the Robert Wood Johnson Foundation** said, "We commend New York City Mayor Bill de Blasio for naming Herminia Palacio MD, MPH, an outstanding and nationally recognized public health leader, as NYC's Deputy Mayor for Health and Human Services. Currently Director of our Advancing Change Leadership team, Herminia did a terrific job overseeing our health leadership programs, an important part of RWJF's effort to build a culture of health for everyone in America. NYC has long been a national and world leader in public health, and under Herminia's stewardship we are confident that it will continue to excel. We look forward to working with her in this important position."

"She is a brilliant leader who has succeeded in government service, patient care, university teaching and research, and philanthropy," said **Dr. Mitchell Katz, Director of the Los Angeles County Health Agency.** "She will be a great Deputy Mayor for New York City."

**Texas State Senator Sylvia R. Garcia** said, "Dr. Palacio's keen intellect, steady hand and inclusive nature got us through some difficult times in the Houston region. Whether a health

care scare, an environmental concern, a hurricane emergency, or a contentious town hall meeting, she responded responsibly and efficiently, getting the job done. She knows and understands the needs of dynamic urban centers like Houston and New York – its diversity, its challenges and its opportunities. New York is lucky to get Dr. Palacio.”

### **About Herminia Palacio**

In addition to her work at the Robert Wood Johnson Foundation, in Harris County and San Francisco, Palacio has also held a number of academic appointments, including adjunct professor in Management, Policy, and Community Health at the University of Texas School of Public Health at Houston from 2006 to 2014. She also taught at Baylor College of Medicine in Houston and the University of California at San Francisco School of Medicine. Palacio received her medical degree from Mount Sinai School of Medicine in New York and holds a Masters of Public Health, with a specialty in epidemiology, from the University of California at Berkeley School of Public Health, and a BA in biology from Barnard College at Columbia University. She has authored numerous articles in peer-reviewed scientific journals.

She served on the Board of Directors of the National Association of County and City Health Officials (NACCHO), the Texas Association of Local Health Officials (TALHO), the Harris County Healthcare Alliance (HCHA), and served as Chair of the Texas Public Health Coalition. She recently served on the Board of Scientific Counselors for the Centers for Disease Control and Prevention (CDC) Office of Public Health Preparedness and Response and currently serves on the CDC Advisory Committee to the Director. In 2011 she was appointed by President Obama as a member of the Advisory Group on Prevention, Health Promotion, and Integrative and Public Health.

###

**From:** [Salazar-Rodriguez, Prisca](#)  
**To:** ["Emily Walsh"](#)  
**Cc:** ["Jonathan Rosen"](#)  
**Subject:** RE: sorry - last minute  
**Date:** Wednesday, January 06, 2016 8:42:42 AM

---

Fab. Thanks!

---

**From:** Emily Walsh [mailto:[Emily@berlinrosen.com](mailto:Emily@berlinrosen.com)]  
**Sent:** Wednesday, January 06, 2016 8:42 AM  
**To:** Salazar-Rodriguez, Prisca  
**Cc:** Jonathan Rosen  
**Subject:** RE: sorry - last minute

Just heard from Ross. We can use the large room on the 16th floor.

Emily Walsh  
BerlinRosen Public Affairs  
[emily@berlinrosen.com](mailto:emily@berlinrosen.com)  
646-200-5310

---

**From:** Salazar-Rodriguez, Prisca [PSalazar-Rodriguez@cityhall.nyc.gov]  
**Sent:** Wednesday, January 06, 2016 8:41 AM  
**To:** Emily Walsh  
**Cc:** Jonathan Rosen  
**Subject:** sorry - last minute

Morning,

We have had a last minute change in our schedule and MBDB would like to go to your office for some call time from 11-1215

Please let me know what floor he should go to...

Thanks!

Prisca

**From:** [Restler, Lincoln](#)  
**To:** "[Dan Levitan](#)"; [Giselle Routhier \(GRouthier@cfthomeless.org\)](mailto:GRouthier@cfthomeless.org)  
**Subject:** RE: Shelter Repair Announcement Tomorrow  
**Date:** Wednesday, January 06, 2016 12:47:37 PM

---

Brilliant. Thank you, Dan and Giselle.

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**From:** Dan Levitan [<mailto:dan@berlinrosen.com>]  
**Sent:** Wednesday, January 06, 2016 12:47 PM  
**To:** Restler, Lincoln; Giselle Routhier ([GRouthier@cfthomeless.org](mailto:GRouthier@cfthomeless.org))  
**Subject:** RE: Shelter Repair Announcement Tomorrow

From Mary, if you want to update online:

Any plan to reduce homelessness in our city must begin with fixing the broken shelter system. Decades of underinvestment and neglect by the City and State have left a system rife with problems – by now well-documented – and so it's no surprise that so many homeless individuals and families dread entering shelters in the first place. We are heartened to see that the de Blasio administration is committing new resources and making fundamental changes to the system. The Coalition, which fought hard for the legal right to decent shelter for all homeless New Yorkers, will continue to aggressively monitor conditions in the shelters for single adults – and now in the family shelters as well – to protect the rights and dignity of our homeless neighbors as we fight for the proven housing-based solutions to homelessness.

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
[@levitandan](#)

---

**From:** Restler, Lincoln [<mailto:lrestler@cityhall.nyc.gov>]  
**Sent:** Wednesday, January 06, 2016 10:23 AM  
**To:** Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)>; Giselle Routhier ([GRouthier@cfthomeless.org](mailto:GRouthier@cfthomeless.org)) <[GRouthier@cfthomeless.org](mailto:GRouthier@cfthomeless.org)>  
**Subject:** Shelter Repair Announcement Tomorrow  
**Importance:** High

Hi Dan and Giselle – Hope this note finds you both well! As Mary and Giselle know – we are sending out press release shortly on our efforts to improve shelter conditions. New investments, expanded inspections, new rapid repair squad, and independent monitoring from Coalition for the Homeless!

Are you submitting statement? Could we get ASAP – trying to blast by 11am

Lincoln

## **MAYOR de BLASIO ANNOUNCES PROGRAM TO IMPROVE SHELTER CONDITIONS**

Mayor Bill de Blasio announced today a substantially increased program to ensure the City's ability to identify and fix problems in the City's homeless shelters. The new program began on New Year's Day and has continued with Department of Housing Preservation and Development inspections of DHS shelters and repairs are already underway.

"For decades, our shelters have not been safe enough or clean enough and that's just not acceptable. We have already taken steps to improve conditions, but as a result we have learned that more is needed. So we have developed a systematic and thorough program to ensure that problems are promptly identified and fixed and that there is monitoring to make sure the repairs are done correctly and on time. I don't want anyone refusing to come into a homeless shelter because of bad conditions," Mayor de Blasio said.

The comprehensive repair plan is part of and will begin during the 90-day review of homeless services that the Mayor ordered on December 15, 2015. The new plan will substantially increase the City's ability to monitor and correct unacceptable conditions in shelters, remedy years of disinvestment in the not-for-profit shelters, and help move forward with the recently announced initiative to address unacceptable conditions in buildings in which DHS has rented permanent housing apartments as "cluster" shelter units for families.

This effort builds on the track record of the multi-agency Shelter Repair Squad which has cleared 12,000 existing violations since May, 83% of identified violations at the inspected shelters have been closed out and work has begun on all long-term repairs at DHS facilities.

The city is taking immediate action to increase the effectiveness of the shelter repair initiative. **The first step is to make sure all problems are reported.** This will be accomplished by:

Deploying City shelter condition monitors who are inspecting every shelter and then continue to monitor compliance through unannounced visits through the remainder of the fiscal year. This effort will be coordinated by the Department of Housing Preservation and Development, with assistance from the Mayor's Office of Operations.

Implementing a new family shelter resident complaint hotline to enable homeless families to report conditions of disrepair. Two million dollars in new funding will be added to the HRA budget in the January Plan to expand the staffing for HRA's Infoline to handle these complaints. There will be a response by an inspector within 24 hours to determine the seriousness of the problem and whether immediate repairs are necessary.

**The second step is to have the ability in place to fix problems promptly after they are identified.** This will be accomplished by:

Implementing a rapid response repair program, including extermination, by using Department of Housing Preservation and Development (HPD) vendors to remedy conditions of disrepair that are not corrected by the property owner or non-profit provider within the time period set in state or local law to remedy the particular condition. New funding will be added to the HPD budget in the January Plan to support this expanded repair initiative.

Addressing the need for increased maintenance and capital investment in not-for-profit shelters to correct conditions that have built up in these shelters over many years. Next week, Commissioner Banks will meet with the leadership of Homeless Services United, which represents the not-for-profit shelter providers, to address maintenance and capital funding needs during the FY2016 funding cycle. The City will work with our shelter providers to develop a capital assessment and maintenance plan so that fundamental repairs and improvements can be made that will reduce the ongoing need for repairs.

"Too often now we fix problems only to see them reoccur and new ones develop because there hasn't been capital investment to fix the underlying problems. So while we make



immediate repairs, we will also develop a plan to upgrade shelter buildings to reduce these problems in the future. Fixing buildings will be much less expensive in the long run than constantly repairing them,” said Human Resources Administration Commissioner Steven Banks.

**The third step is to monitor to ensure that repairs are completed by**

Designating the Coalition for the Homeless to monitor conditions in family shelters jointly with the City as it does currently in adult shelters.

As noted above, the City’s own shelter condition monitors will not only identify problems, but also conduct unannounced inspections to see whether they were repaired. .

The current Shelter Repair Squad was created in May by Mayor de Blasio and is the first such effort to take on systematically repairing violations and other problems in City homeless shelters. It includes staff from the Departments of Homeless Services, Housing Preservation and Development, Health and Mental Health, Buildings and the Fire Department.

Two recent reports found serious problems in the City’s shelters. Last March, at the request of the Mayor, the Department of Investigation conducted a thorough review of conditions and found many serious violations. A more recent audit by the City Comptroller found different problems.

**From:** [Restler, Lincoln](#)  
**To:** ["Giselle Routhier"](#)  
**Cc:** [Mary Brosnahan](#); [dan@berlinrosen.com](mailto:dan@berlinrosen.com)  
**Subject:** RE: Expanded RHY Services  
**Date:** Thursday, January 07, 2016 8:28:55 PM

---

Awesome. Thank you, Giselle!

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**From:** Giselle Routhier [mailto:GRouthier@cfthomeless.org]  
**Sent:** Thursday, January 07, 2016 8:29 PM  
**To:** Restler, Lincoln  
**Cc:** Mary Brosnahan; dan@berlinrosen.com  
**Subject:** Re: Expanded RHY Services

Thanks for the news Lincoln! Let me circle back with a quote.

On Jan 7, 2016, at 7:46 PM, Restler, Lincoln <[lrestler@cityhall.nyc.gov](mailto:lrestler@cityhall.nyc.gov)> wrote:

Hi Mary and Giselle!

Hope you are both doing well. We are announcing a major expansion tomorrow of services for runaway and homeless youth!

- 1) We are adding 100 beds per year for the next three years for runaway and homeless youth; de Blasio administration already opened 200 beds – so we will be responsible for 500 of 753 RHY beds in system – when these new 300 beds come online over next three years.
- 2) We are deploying staffing at the entry points of the DHS single shelter system to offer placements for 16 to 21 year olds in the existing and new youth beds; and
- 3) We are calling on the state to extend the length of stay in crisis beds from 30 days to 90 days.

Announcement Details:

- The Mayor will be announcing this at 11:15 AM tomorrow at Covenant House: 460 West 41<sup>st</sup> at 10<sup>th</sup> Ave, Manhattan.
- I know this is a priority issue for CTFH. We would love to have folks from your team join the announcement.
- Would you be interested in sending a statement? We are gathering all quotes by 1015AM.

Thank you!

Lincoln

Lincoln Restler  
Intergovernmental Affairs  
Mayor's Office  
212.341.5037

**From:** [Restler, Lincoln](#)  
**To:** [Mary Brosnahan \(MBrosnahan@cfthomeless.org\)](mailto:MBrosnahan@cfthomeless.org); [Giselle Routhier \(GRouthier@cfthomeless.org\)](mailto:GRouthier@cfthomeless.org)  
**Cc:** [dan@berlinrosen.com](mailto:dan@berlinrosen.com)  
**Subject:** Drop In Centers Announcement Tomorrow  
**Date:** Sunday, January 10, 2016 7:26:36 PM

---

Hi Mary and Giselle!

Hope you are having a great weekend. We are announcing some more good news tomorrow. We are committing to open three new drop in centers in Bk, Qns, and Mn. And we will take over funding for Bx drop in center from HUD – taking City funded total from four to eight. These are exactly the kind of places and services needed for street homeless populations in NYC to help bring people off the streets and into stable settings.

Would you be interested in offering statement for press release? We are collecting by 1030am.

Please let me know if you have any questions and thanks!

Key Points:

- The City is announcing a new \$8.5M annual commitment to double the number of Drop-In Centers it currently operates. Drop in centers are part of the path from the streets to safe havens to supportive housing; a way for our HomeState outreach workers to connect people who are not ready to be connected to beds yet.
- Drop-In Centers provide an alternative to traditional shelter for street homeless individuals. They offer temporary respite where individuals can shower, eat a meal, see a doctor and rest inside. Case management and housing placement services are also available for clients who wish to receive them. The Centers seek to place people in beds reserved for street homeless individuals and then move them to shelter or supportive housing.
- The de Blasio administration expanded all of drop in center hours of operation to 24/7 in 2014. (As you probably recall – there used to be 11 drop in centers and funding cuts sliced number in less than half).
- The City will open three new Drop-In Centers in Brooklyn, Queens, and Manhattan. The City will also take over funding the current Drop-In Center in the Bronx, run by BronxWorks, when a start-up federal HUD grant ends this spring. We have not identified specific sites for drop in centers as of yet – but we are planning to open new sites in the next three to six months.

**VERY DRAFT RELEASE:**

**MAYOR DE BLASIO DOUBLING CITY-FUNDED DROP-IN CENTERS TO BRING STREET HOMELESS OFF STREETS**

Mayor Bill de Blasio announced today that the City will double the number of City-funded Drop-In Centers designed to help bring street homeless people off the streets and provide them with services that can help move them off the streets permanently.

Drop-In Centers are an essential part of a continuum of care for street homeless that starts with HOMESTAT outreach workers finding them and gaining their trust; bringing them to a Drop-In Center for food, showers and medical care; taking them to a Safe Haven to spend the night; and moving them into supportive housing where they can receive help to pull their lives back together.

“Every street homeless person is an individual tragedy, a life gone off course. But sadly they often reject traditional shelters. We are now assembling all the specialized services needed to find each of these people and offer them the assistance that will work for each of them. Drop-In Centers are an essential part of the path off the streets, where homeless people can rest, eat, receive medical care and be offered placement into housing,” Mayor de Blasio said.

Mayor de Blasio has now substantially strengthened every step needed to move homeless people off the street, including creating HOME-STAT, the nation's most comprehensive street homelessness outreach effort, committing to add 500 new Safe Haven beds, and committing to financing 15,000 new supportive housing units.

Today's announcement is another in a series of reforms resulting from the 90-day review of City homeless services ordered by Mayor de Blasio on December 15, including: 1) launching the Shelter Repair Squad 2.0, substantially increasing the City's ability to monitor and correct unacceptable shelter conditions, 2) ending use of cluster apartments for shelter over the next three years, 3) reiterating the requirement to keep shelters open during the day for residents, and 4) adding 300 beds for homeless youth.

Drop-In Centers provide an alternative to traditional shelter for street homeless individuals. They offer temporary respite where individuals can shower, eat a meal, see a doctor and rest inside.

Case management and housing placement services are also available for clients who wish to receive them. The Centers also offer a limited number of overnight beds, but mostly seek to place people in Safe Haven, respite and stabilization beds and then move them to shelter or supportive housing.

The City is announcing a new \$8.5M annual commitment to double the number of Drop-In Centers it currently operates. The City will open three new Drop-In Centers. The City will also take over funding the current Drop-In Center in the Bronx, run by BronxWorks, when a start-up federal HUD grant ends this spring.

Those four will be added to the four current City funded Drop-Ins: two in Manhattan, one in Staten Island and one in Brooklyn. In the past two fiscal years (FY14 and FY15), these Drop-In Centers served an average of 454 clients during the day, saw a daily average of 128 clients overnight and made 1,238 housing placements.

“To ensure maximum coordination and to make it as easy as possible for homeless New Yorkers to go to the Drop-In Centers, the City's existing Outreach Team providers will run these Centers,” said Human Resources Administration Commissioner Steven Banks.

New Centers will open in Manhattan, Brooklyn and Queens. These Drop-In Centers will be expected to each serve approximately 75 clients at any given time.

Drop-In Centers will continue to focus on working collaboratively with the City's outreach teams on the placement of chronically street homeless individuals into housing, and provide housing placement services to the non-chronically street homeless individuals. This work includes working with clients to obtain identification, entitlements and housing. Drop-In Centers will also set up the front door of their programs to rapidly connect individuals to more appropriate systems of care, such as the emergency shelter system, residential drug treatment programs, family re-unification,

Travel Assistance and other resources.

Lincoln Restler  
Intergovernmental Affairs  
Mayor's Office  
212.341.5037

**From:** [Restler, Lincoln](#)  
**To:** [Jovana Rizzo](#)  
**Subject:** Re: Brenda Rosen quote  
**Date:** Sunday, January 10, 2016 9:44:35 PM

---

Thank you!

Written with my thumbs. Sorry for typos.

On Jan 10, 2016, at 9:16 PM, Jovana Rizzo <[jovana@berlinrosen.com](mailto:jovana@berlinrosen.com)> wrote:

Hi Lincoln, here's a quote from Brenda Rosen for the drop-in centers announcement--

"Breaking Ground applauds Mayor de Blasio for his commitment to helping the most vulnerable New Yorkers," said Brenda Rosen, President & CEO of Breaking Ground. "Drop-in centers are a critical step in the journey from the street to stable, safe, permanent supportive housing. Breaking Ground has been serving the homeless and many other at-risk New Yorkers for more than 25 years as the largest provider of supportive housing, running the city's largest safe haven, and homeless street outreach in three boroughs. We look forward to working with the de Blasio administration to open three new desperately-needed drop-in centers, and to get people into permanent housing as soon as possible."

Thanks,  
Jovana

BerlinRosen Public Affairs  
917-836-0618

**From:** [Restler, Lincoln](#)  
**To:** ["Jovana Rizzo"](#)  
**Subject:** RE: Brenda Rosen quote  
**Date:** Monday, January 11, 2016 9:25:29 AM

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Thanks so much, Jovana. Hope you are well.

---

**From:** Jovana Rizzo [mailto:jovana@berlinrosen.com]  
**Sent:** Sunday, January 10, 2016 9:16 PM  
**To:** Restler, Lincoln  
**Subject:** Brenda Rosen quote

Hi Lincoln, here's a quote from Brenda Rosen for the drop-in centers announcement--

"Breaking Ground applauds Mayor de Blasio for his commitment to helping the most vulnerable New Yorkers," said Brenda Rosen, President & CEO of Breaking Ground. "Drop-in centers are a critical step in the journey from the street to stable, safe, permanent supportive housing. Breaking Ground has been serving the homeless and many other at-risk New Yorkers for more than 25 years as the largest provider of supportive housing, running the city's largest safe haven, and homeless street outreach in three boroughs. We look forward to working with the de Blasio administration to open three new desperately-needed drop-in centers, and to get people into permanent housing as soon as possible."

Thanks,  
Jovana

BerlinRosen Public Affairs  
917-836-0618




**From:** [Nicholas Baldick](#)  
**To:** [Thomas Snyder](#)  
**Cc:** [Jonathan Rosen](#); [jfdc](#); [Peter Ragone](#); [David Kieve](#); [Emma Wolfe](#); [PhilWalzak \(gmail.com\)](#); [Williams, Dominic](#); [Gabrielle Fialkoff](#); [N. Smith](#); [FLONYC](#); [Roxanne John](#); [Ross Offinger](#); [Anna Greenberg](#)  
**Subject:** Re: Confirmed  
**Date:** Tuesday, January 12, 2016 3:04:55 PM  
**Attachments:** [Draft Retreat Agenda 1.17.16.docx](#)

---

Draft Agenda Attached

If anyone has thoughts please send to me, we have no editorial pride on agendas

On Jan 12, 2016, at 9:16 AM, Thomas Snyder <> wrote:

Given the many schedule changes, I am confirming that our mini-retreat is happening this Sunday the 17th at Gracie from 11am - 3pm. Nick will be sending around an agenda shortly.

Nick Baldick  
Hilltop Public Solutions  
The Washington Harbour  
[3000 K Street NW, Suite 320](#)  
[Washington](#), D.C. 20007  
Main: [202-298-3232](#)  
Fax: [202-298-6115](#)  
[nbaldick@hilltoppublicsolutions.com](mailto:nbaldick@hilltoppublicsolutions.com)

**Mini Retreat**  
**Sunday, January 17<sup>th</sup>, 2016**  
**11:00 AM to 3:00 PM**

**GOALS OF THIS RETREAT:** A clear-eyed look at 2017 and how we can create the most optimal route to reelection in 2016.

**AGENDA:**

- I. OPENER – Mayor de Blasio**
- II. FINANCE PLAN – Nick Baldick (15 minutes)**
- III. STRATEGIC PLAN & MESSAGE – Phil Walzak (40 minutes)**
- IV. BREAK**
- V. OUTREACH PLAN – Emma Wolfe (40 minutes)**
- VI. CITY HALL SCHEDULE & RESPONSIVENESS – Tom Snyder (30 minutes)**
- VII. SHAPING THE FIELD – Emma Wolfe & Nick Baldick (20 minutes)**
- VIII. THE STATE - STATE SENATE & STATE-CITY DYNAMICS – Emma Wolfe and Nathan Smith (30 minutes)**
- IX. CAMPAIGN FOR ONE NEW YORK - Jonathan Rosen (15 minutes)**
- X. CONCLUSION**

**Materials / Presentations:**

- 2016 Toplines Strategic Plan, Message Box (PW)
- Fundraising Plan (NB)
- State Strategy /State Senate (EW)
- Schedule Program (TS)
- 2016 Outreach Plan (EW)
- 2017 Scenarios (EW)

**From:** [Phillip Walzak](#)  
**To:** [Nicholas Baldick](#)  
**Cc:** [Thomas Snyder](#); [Jonathan Rosen](#); [jfdc](#); [Peter Ragone](#); [David Kieve](#); [Emma Wolfe](#); [Williams, Dominic](#); [Gabrielle Fialkoff](#); [N. Smith](#); [FLONYC](#); [Roxanne John](#); [Ross Offinger](#); [Anna Greenberg](#)  
**Subject:** Re: Confirmed  
**Date:** Tuesday, January 12, 2016 3:13:57 PM


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and also HRC stuff

On Tue, Jan 12, 2016 at 3:12 PM, Nicholas Baldick  
<[nbaldick@hilltoppublicsolutions.com](mailto:nbaldick@hilltoppublicsolutions.com)> wrote:

Draft Agenda Attached

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wrote:

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Nick Baldick  
Hilltop Public Solutions  
The Washington Harbour  
3000 K Street NW, Suite 320  
Washington, D.C. 20007  
Main: [202-298-3232](tel:202-298-3232)  
Fax: [202-298-6115](tel:202-298-6115)  
[nbaldick@hilltoppublicsolutions.com](mailto:nbaldick@hilltoppublicsolutions.com)

**From:** [Thomas Snyder](#)  
**To:** [PhilWalzak \(gmail.com\)](#)  
**Cc:** [jfdc](#); [Nicholas Baldick](#); [Jonathan Rosen](#); [Peter Ragone](#); [David Kieve](#); [Emma Wolfe](#); [Williams, Dominic](#); [Gabrielle Fialkoff](#); [N. Smith](#); [FLONYC](#); [Roxanne John](#); [Ross Offinger](#); [Anna Greenberg](#)  
**Subject:** Re: Confirmed  
**Date:** Tuesday, January 12, 2016 4:03:46 PM

---

Agree - No.

On Tue, Jan 12, 2016 at 3:49 PM, Phillip Walzak <[REDACTED]> wrote:  
i dont think so....

On Tue, Jan 12, 2016 at 3:16 PM, John Del Cecato <[jfdc@akpdmedia.com](mailto:jfdc@akpdmedia.com)> wrote:  
Should we have Geri come for that portion?

---

**From:** Phillip Walzak <[REDACTED]>  
**Date:** Tuesday, January 12, 2016 at 3:11 PM  
**To:** Nick Baldick <[nbaldick@hilltoppublicsolutions.com](mailto:nbaldick@hilltoppublicsolutions.com)>  
**Cc:** Thomas Snyder <[REDACTED]> Jonathan Rosen <[jonathan@berlinrosen.com](mailto:jonathan@berlinrosen.com)>, John Del Cecato <[jfdc@akpdmedia.com](mailto:jfdc@akpdmedia.com)>, Peter Ragone <[REDACTED]> David Kieve <[dkieve@hilltoppublicsolutions.com](mailto:dkieve@hilltoppublicsolutions.com)>, Emma Wolfe <[REDACTED]> Dominic Williams <[DWilliams@cityhall.nyc.gov](mailto:DWilliams@cityhall.nyc.gov)>, Gabrielle Fialkoff <[REDACTED]> "N. Smith" <[REDACTED]> Chirlane McCray <[FLONYC@cityhall.nyc.gov](mailto:FLONYC@cityhall.nyc.gov)>, Roxanne Johns <[REDACTED]> Ross Offinger <[REDACTED]> Anna Greenberg <[agreenberg@grr.com](mailto:agreenberg@grr.com)>  
**Subject:** Re: Confirmed

i think we need to talk TPA 2.0, what it looks like and how it fits into overall plan

On Tue, Jan 12, 2016 at 3:12 PM, Nicholas Baldick <[nbaldick@hilltoppublicsolutions.com](mailto:nbaldick@hilltoppublicsolutions.com)> wrote:  
Draft Agenda Attached

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On Jan 12, 2016, at 9:16 AM, Thomas Snyder <[REDACTED]> wrote:

Given the many schedule changes, I am confirming that our mini-retreat is happening this Sunday the 17th at Gracie from 11am - 3pm. Nick will be sending around an agenda shortly.

Nick Baldick

Hilltop Public Solutions  
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3000 K Street NW, Suite 320  
Washington, D.C. 20007  
Main: [202-298-3232](tel:202-298-3232)  
Fax: [202-298-6115](tel:202-298-6115)  
[nbaldick@hilltoppublicsolutions.com](mailto:nbaldick@hilltoppublicsolutions.com)

**From:** [Viguers, Jonathan](#)  
**To:** [Salazar-Rodriguez, Prisca](#); [jfdc](#); [Jonathan Rosen](#); [Blumm, Kate](#); [Snyder, Thomas](#); [Da Costa, Ricky](#); [Shorris, Anthony](#); [Griffith, Chantell](#); [Williams, Dominic](#); [Tarlow, Mindy](#); [Wolfe, Emma](#); [Schnake Mahl, Gabriel](#); [Schwartz, Regina](#); [Hagelgans, Andrea](#); [Walzak, Phil](#); [Seignious, Sandy](#); [Fuleihan, Dean \(OMB\)](#); [Darlington, Mandy \(OMB\)](#); [Glen, Alicia](#); [Bruch, Mary](#); [Buery, Richard](#); [Cutler, Dorothy](#); [Carter, Zach \(Law\)](#); [Yarde, Ann-Marie \(LAW\)](#); [Wiley, Maya](#); [Reisman, Lisette](#); [Arslanian, Kayla](#); [Almonte, Catherine](#)  
**Subject:** RE: MBBB: SOTC Prep  
**Date:** Thursday, January 14, 2016 3:23:06 PM

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We are delayed. Please stand by.

-----Original Appointment-----

**From:** Salazar-Rodriguez, Prisca

**Sent:** Monday, January 11, 2016 3:48 PM

**To:** Salazar-Rodriguez, Prisca; jfdc; Jonathan Rosen; Blumm, Kate; Snyder, Thomas; Da Costa, Ricky; Shorris, Anthony; Griffith, Chantell; Williams, Dominic; Tarlow, Mindy; Wolfe, Emma; Schnake Mahl, Gabriel; Schwartz, Regina; Hagelgans, Andrea; Walzak, Phil; Seignious, Sandy; Fuleihan, Dean (OMB); Darlington, Mandy (OMB); Glen, Alicia; Bruch, Mary; Buery, Richard; Cutler, Dorothy; Carter, Zach (Law); Yarde, Ann-Marie (LAW)); Wiley, Maya; Reisman, Lisette; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan

**Subject:** MBBB: SOTC Prep

**When:** Thursday, January 14, 2016 3:30 PM-5:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** City Hall, The Blue Room

**From:** [Viguers, Jonathan](#)  
**To:** [Salazar-Rodriguez, Prisca](#); [jfdc](#); [Jonathan Rosen](#); [Blumm, Kate](#); [Snyder, Thomas](#); [Da Costa, Ricky](#); [Shorris, Anthony](#); [Griffith, Chantell](#); [Williams, Dominic](#); [Tarlow, Mindy](#); [Wolfe, Emma](#); [Schnake Mahl, Gabriel](#); [Schwartz, Regina](#); [Hagelgans, Andrea](#); [Walzak, Phil](#); [Seignious, Sandy](#); [Fuleihan, Dean \(OMB\)](#); [Darlington, Mandy \(OMB\)](#); [Glen, Alicia](#); [Bruch, Mary](#); [Buery, Richard](#); [Cutler, Dorothy](#); [Carter, Zach \(Law\)](#); [Yarde, Ann-Marie \(LAW\)](#); [Wiley, Maya](#); [Reisman, Lisette](#); [Arslanian, Kayla](#); [Almonte, Catherine](#)  
**Subject:** RE: MBBB: SOTC Prep  
**Date:** Thursday, January 14, 2016 4:58:46 PM

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Please gather.

-----Original Appointment-----

**From:** Salazar-Rodriguez, Prisca

**Sent:** Monday, January 11, 2016 3:48 PM

**To:** Salazar-Rodriguez, Prisca; jfdc; Jonathan Rosen; Blumm, Kate; Snyder, Thomas; Da Costa, Ricky; Shorris, Anthony; Griffith, Chantell; Williams, Dominic; Tarlow, Mindy; Wolfe, Emma; Schnake Mahl, Gabriel; Schwartz, Regina; Hagelgans, Andrea; Walzak, Phil; Seignious, Sandy; Fuleihan, Dean (OMB); Darlington, Mandy (OMB); Glen, Alicia; Bruch, Mary; Buery, Richard; Cutler, Dorothy; Carter, Zach (Law); Yarde, Ann-Marie (LAW)); Wiley, Maya; Reisman, Lisette; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan

**Subject:** MBBB: SOTC Prep

**When:** Thursday, January 14, 2016 3:30 PM-5:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** City Hall, The Blue Room

**From:** [Bruch, Mary](#)  
**To:** ["Jonathan Rosen"; Wiley Norvell](#)  
**Cc:** [Viswanathan, Vikram](#)  
**Subject:** RE: Do you have Alicia's remarks from RPA yesterday?  
**Date:** Friday, January 15, 2016 12:46:28 PM  
**Attachments:** [RPA Board Meeting - Deputy Mayor Glen w inserted slides.docx](#)  
[RPA Board Meeting \(draft\) v4.pptx](#)

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Hi Jonathan,

Please find the deck and remarks as prepared for DM Glen's RPA talk yesterday. Adding my colleague, Vikram, so he can see the good review, and also answer any follow-up questions related to the RPA presentation yesterday.

Vikram, Jonathan is one of the Mayor's lead political strategists (and he and his partner Val Berlin kicked my greenhorn butt in a 2005 state assembly race) and is working on the State of the City with our comms team. Glad to be on the same side, here!

Cheers,  
Mary

-----Original Message-----

From: Jonathan Rosen [<mailto:Jonathan@berlinrosen.com>]  
Sent: Friday, January 15, 2016 12:41 PM  
To: Wiley Norvell  
Cc: Bruch, Mary  
Subject: Re: Do you have Alicia's remarks from RPA yesterday?

Heard if was v good and in line w the framing you and I discussed. Maybe the boss could borrow it for himself. :-)

Sent from my iPhone

> On Jan 15, 2016, at 12:19 PM, Wiley Norvell <[\[REDACTED\]](#)> wrote:  
>  
> Mary can help. What's your interest?  
>  
> Sent from my iPhone  
>  
>> On Jan 15, 2016, at 9:51 AM, Jonathan Rosen <[Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com)> wrote:  
>>  
>>  
>>  
>> Sent from my iPhone

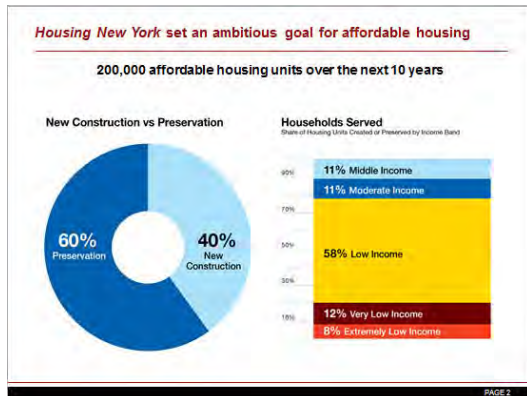


**\*\*\*SLIDE\*\*\* [Cover]**



Lynn, thank you for the kind introduction, and thank you all for your commitment to a vibrant, affordable, and sustainable New York. In particular, I want to thank RPA for your recent support of our initiatives on Mandatory Inclusionary Housing and Zoning for Quality and Affordability. I think it's pretty clear that we're in a housing crisis, and it's great to be able to count on allies like you who are so dedicated to this city's and region's future.

**\*\*\*SLIDE\*\*\***



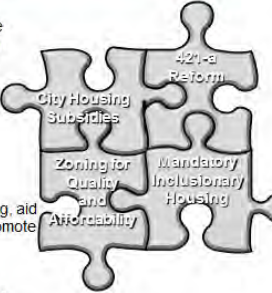
Let's take a moment to consider the larger context of the Mayor's *Housing New York* plan to create and preserve 200,000 units of affordable housing. Housing is the top expense for most New Yorkers. Whether you're a waiter, a healthcare attendant, or a firefighter, housing is fundamental to your life – housing affects your health, your physical and economic security, your education, your job trajectory – and ultimately your sense of possibility and optimism for the future. A healthy supply of housing – and housing that is affordable – promotes the diversity within and between our neighborhoods that has long been what makes New York City great and unique – and that diversity fuels our long-term economic growth and competitiveness. We want to remain a city that longtime New Yorkers can stay in – from the cop who

has spent his or her life in a neighborhood and anchors the community, to an artist like Alicia Keys who was born and raised here and went on to sing one of our city's modern anthems. To do that, there is no more important work than securing housing that is affordable.

**\*\*\*SLIDE\*\*\***

**We're pursuing this with a multi-pronged strategy**

- Reform of State 421-a tax exemption program will require affordable housing in every rental building receiving benefits
  - More affordable housing
  - Broader range of incomes
  - No benefits for luxury condos
- Mandatory Inclusionary Housing
- Zoning for Quality and Affordability will promote senior and affordable housing, aid efficient use of housing subsidies and promote better buildings
- Strategic use of subsidy programs, key development projects, and publicly owned assets allow the City to reach a wide range of incomes



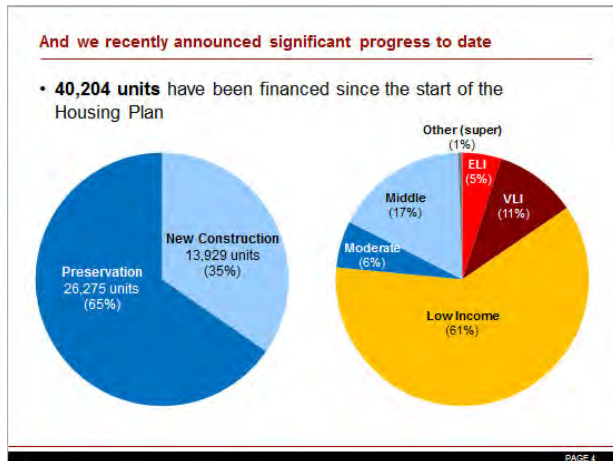
PAGE 3

With *Housing New York* we have already made great progress to date with a multi-pronged strategy. We doubled the budget for housing with an \$8.2 billion commitment that will leverage \$32 billion or more in private and other public investment, and we also added human capital so we could actually implement and execute the Plan. We are serving a wider range of New Yorkers than ever before, from households at the

lowest incomes to middle class families whose housing needs are also not being met by private market development, as well as our most vulnerable populations, including the homeless, seniors, and individuals with disabilities. As we work to create and preserve affordable housing, we're also partnering with law enforcement agencies like never before to proactively prevent tenant harassment and go after landlords who practice harassment.

Mandatory Inclusionary Housing (or MIH) and Zoning for Quality and Affordability (or ZQA) are two tools that will help us achieve our Plan's objective and reshape the future for generations to come. MIH guarantees permanently affordable housing when zoning changes encourage more housing. ZQA updates regulations so our housing money will go further to create more affordable housing, particularly affordable senior housing, and better designed buildings.

**\*\*\*SLIDE\*\*\***



And our latest numbers show that we've made tremendous progress. Just this week, the mayor announced we've financed over 40,000 affordable apartments since taking office—putting us on track, on or quite frankly ahead of schedule, and on budget to deliver 200,000 units over the next 10 years. A little bit of historical perspective: the last time NYC saw as much affordable housing delivered as in 2015 was back in 1989—the peak of Ed Koch's housing plan, when he was rebuilding huge swaths of Harlem and the South Bronx. And the City has never, since HPD was founded in 1978, financed as much new affordable construction as we did last year.

We did it by jumpstarting new projects, by strategically going after preservation deals like StuyTown and Riverton that previously had gone overlooked by the public sector, and by revising our term sheet programs to demand more affordable housing for our tax dollars.

It's easy to get lost in the numbers, but we are moving mountains here. And all that effort translates into affordable housing for more than 100,000 people—a small city's worth, in just two years. The mayor said this was our top priority. We delivered.

**\*\*\*SLIDE\*\*\***

We're complementing our housing efforts with a \$1B+ Neighborhood Development Fund

<b>WHAT</b>	\$1B+ over the next 10 years dedicated to building and improving infrastructure and facilities in neighborhoods in which the City plans to encourage affordable housing development and permit greater density through zoning
<b>WHY</b>	To ensure that the City can make and keep promises for new public investments that complement new affordable housing and population growth
<b>HOW</b>	Projects originate and are prioritized in the neighborhood planning process: from agencies' analyses of opportunities to improve livability as the neighborhood grows, to ideas generated in community workshops

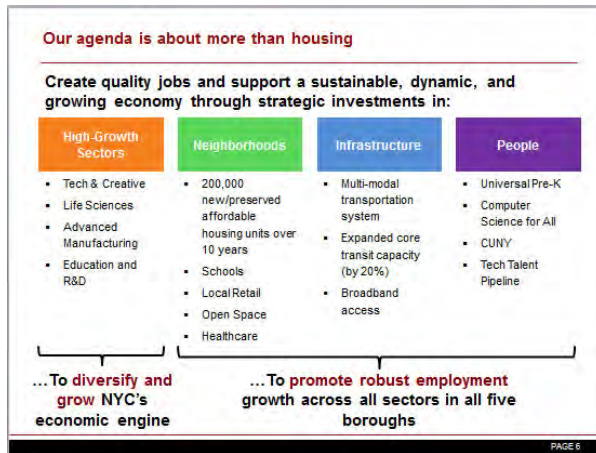
PAGE 6

Let's also keep in mind that this isn't just about adding residential density. We're making sure we align our capital budget with our land

use strategy. A few of you probably remember that's how the City used to operate during the heyday of city building. We're getting back to that tradition. No more building significant amounts of new housing without the infrastructure to support it. We're spending over \$1 billion of our city capital – what we're calling the Neighborhood Development Fund – for schools, parks, health care facilities, street improvements, and other public amenities across approximately 15 neighborhoods that we are targeting for increased residential density.

And along those lines, we're not focusing on building and preserving housing in a vacuum – it's one crucial piece of a broader, holistic vision to grow New York City's economy while promoting sustainability and improving our quality of life. Housing and economic development are inextricably linked – and not just because it's my job title!

**\*\*\*SLIDE\*\*\***



We live in a tremendously exciting time, where innovation and technology (in all of their applications) are radically transforming NYC's physical and economic landscape and are driving our efforts to grow a model Dynamic, Equitable, and Sustainable Urban economy.

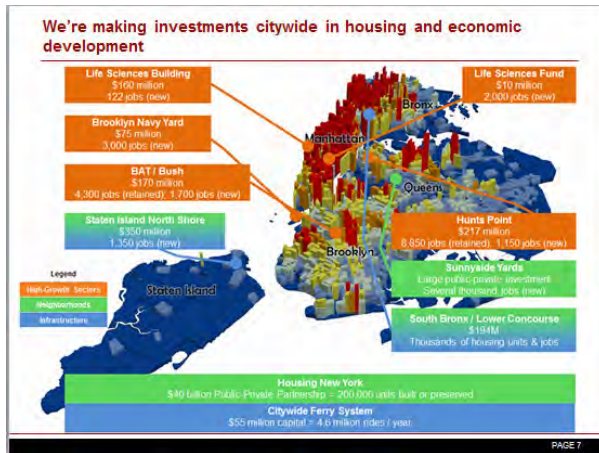
Some of that future growth will be organic and depend on national and global capital markets and political trends. But how we use our economic development tools, where we choose to intervene, WILL consciously shape that future.

So our economic development strategy is focused on investments in:



1. High growth sectors such as the tech and creative industries, the life sciences, and advanced manufacturing to diversify and grow NYC's economic engine.
2. Strengthening neighborhoods – the thing that makes NYC the place to start and grow a business.
3. Infrastructure, building a dynamic, multi-modal transportation system – one that matches the 5-borough economy of the 21<sup>st</sup> century – and building the next generation technologies that will connect people virtually in NYC and across the globe.
4. People – including Universal Pre-K, Computer Science for All, CUNY, and workforce development initiatives like the Tech Talent Pipeline that focus on building the skills that businesses need today and tomorrow.

**\*\*\*SLIDE\*\*\***



Here's an overview of some of the major investments we've been making. But with the time we have today, let's go into detail on some of our progress in infrastructure.

**\*\*\*SLIDE\*\*\***

**Our goal is to create a multi-modal transportation system to map to our 21<sup>st</sup> century City**

- Citywide infrastructure is at capacity and aging
- State investment accounts for only ~10% of NYCDOT capital funding
- Federal transportation funding flat since 2009
- U.S. infrastructure investment at 20 year low of 1.7% of GDP
  - China invests 9% of GDP
  - Europe invests 5% of GDP
- NYC is investing in a Multi-Modal Transportation System
  - 6 million subway riders
  - 2 million bus riders
  - 6,000 miles of roadway
  - 1,000 miles of bike lanes
  - 5-borough ferry system
  - 12,000 miles of sidewalk
  - 315,000 street lights
  - 1 million street signs

PAGE 8

We need to focus on getting people between their jobs and their homes, and also connecting them to the world! Investing in our roads, bridges, transit, and broadband systems is not only crucial for connecting communities where we're building housing, but also for the continued economic growth of our city and our region.

The City now has the highest subway and bus ridership in over 45 years. There are 6 million people riding our trains daily, more than double the rate in 1980. But the City's transportation infrastructure – estimated at well over a trillion dollars in assets between our transit system, roads, bridges and ferries – needs ongoing investment and expansion.

We've committed \$18 billion of our budget over the next four years just to keep a portion of our infrastructure in a state of good repair. Our total needs, unfortunately, exceed over \$47 billion – and that doesn't even begin to include new investment in mass transit. So, we're focusing on our own tools, our own capital, to make a difference.

Here are a few highlights from our transportation efforts.

**\*\*\*SLIDE\*\*\***

**Example: Citywide Ferry System**

**Goal: To leverage our waterways, a defining feature of New York City, and provide transportation to areas of significant job and population growth.**

- **System: 20 landings**
  - 5 new routes, 1 existing route
  - \$2.75 fares pegged to MTA
  - 4.1 million rides per year
  - Much-needed transit for communities with limited transit options (e.g., Red Hook)
  - Accessible to people with mobility challenges
- **Estimated Cost**
  - \$55M Capital funds
  - ~\$20-25M Expense funds per year initially
- **Transit-Oriented Development**
  - Unlocking 13,000 housing units
  - 550,000 people live within half a mile of ferry landings
  - Reduced commute time
    - Soundview (Bronx) to Manhattan reduced by 20-30 minutes each way
    - Astoria to Lower Manhattan reduced by 10 minutes each way

(Expected launch dates)

PAGE 9

We've announced the launch of a city-wide ferry system to open in Spring 2017 that will connect all the boroughs, supported by a \$55 million capital investment by the City. This is the first time since 1892 that NYC will have a comprehensive ferry system! Not only will the initial phases transport over 4 million passengers per year, we will also unlock development potential along all five routes and make a dent in our transit deserts. The new New York has multiple job hubs, and this will help you get to work whether that's in a Manhattan CBD or along the Brooklyn/Queens waterfront – if you're going from Astoria to Lower


Manhattan, the ferry will save you 10 minutes each way relative to the subway!

**\*\*\*SLIDE\*\*\***

**Example: Select Bus Service**

**Goal: to provide improved bus service on busy routes citywide, particularly areas not well served by subway**

- NYC's version of BRT
- Implemented 9 SBS routes since 2008, benefitting over 200,000 passengers daily; 5 upcoming routes announced and in planning stages
- Total cost of existing routes is over \$100M (including both capital and expense)
- Projects have typically increased ridership by ~10% in the first year of operation
- Travel times improved 15-23% over prior bus service
- Customer satisfaction rates of 95%+
- Served as national design leader in how to implement transit improvements quickly and at low cost



PAGE 10


We're also expanding Select Bus Service, with 9 routes already implemented and 5 more announced. We're reducing travel time compared to previous non-SBS routes by almost 20%. Customer satisfaction rates are 95%, so we're clearly doing something right!

Projects like 125<sup>th</sup> Street in Harlem are in the ground, and projects like Woodhaven Boulevard—which is going to set a new national BRT standard—are in their final planning phase.

**\*\*\*SLIDE\*\*\***

**Example: Increasing Bike Usage**

- NYC named #1 Cycling City by Bicycle Magazine in 2014
- North America's largest & growing bike share network with almost 21 million trips since launch
- Citibike expansion to outer borough neighborhoods in 2015
- Met Mayoral target of 50 miles of enhancements to cycling network
- Numerous protected lane projects – 12 miles in 2015, more than any previous year
- 1,000th mile of network completed in September 2015
- Additional infrastructure: bike racks and corrals



The map shows the five boroughs of New York City. The central area, including Manhattan and parts of the Bronx and Queens, is shaded in blue and labeled 'Citibike Program Areas'. The outer boroughs (Queens, Richmond, and parts of the Bronx and Queens) are shaded in orange and labeled 'Phase II Expansion Areas'. A legend in the top right corner identifies these areas. The map also shows major roads and the city's coastline.

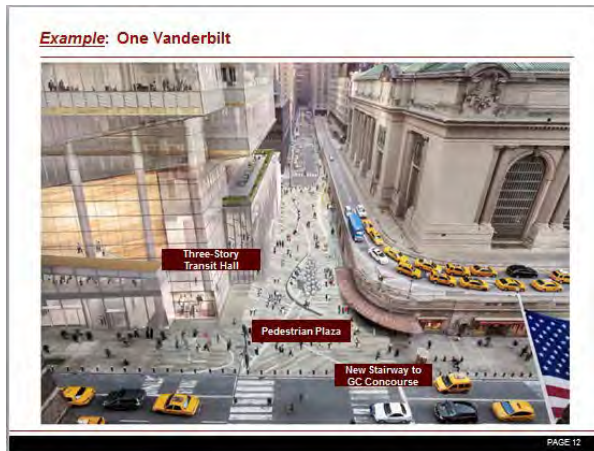
PAGE 11

We're bringing our bikeshare system, Citibike to the outer boroughs.

I'm proud to say that we're the #1 city in the country for bikeshare and we just painted and reconfigured streets for our 1,000<sup>th</sup> mile of bike lanes in the City!

This demonstrates our commitment to multi-modal transportation, reducing the time people spend in transit and instead give them previous hours of the day to spend on their work, their families, and live their lives. What a radical concept!

**\*\*\*SLIDE\*\*\***



We're also using our land use powers to unlock value and make smart, real-time improvements to our infrastructure and the public realm.

A real-time example: At One Vanderbilt, we secured \$220 million to improve the transportation experience at Grand Central, including better connections, a public plaza, and new subway entrances. That framework of linking density to a set of specific improvements will be central to our larger East Midtown rezoning.

And while we're on our major transportation hubs, let's touch on Penn Station. For those of you who know me, it will come as no surprise that I have been thinking and obsessing about the future of Penn Station since my first day on the job. Almost 800,000 people pass through it

every day compared to an original capacity of 180,000. I think we can all agree that the state of affairs there is entirely unacceptable—not to mention a massive safety hazard.

The vision that the Governor laid out last week is entirely consistent with what we have been advocating them to pursue for the last year and a half. But we must have results. We cannot afford to wait any longer. And we MUST begin the Gateway project. And let's be honest, none of these projects cannot move forward unless the City is a full partner and active participant.

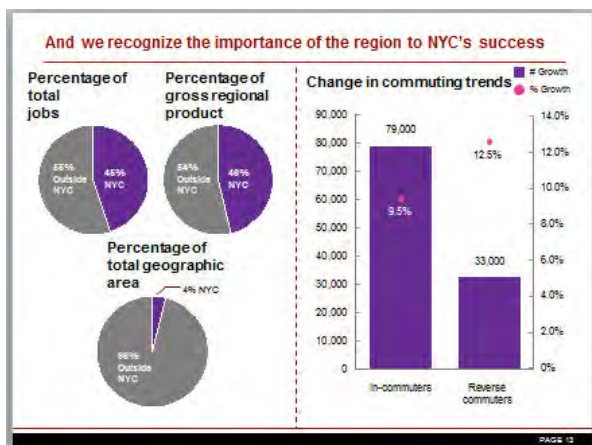
And the City made a record \$2.5 billion contribution to the MTA to make sure we're investing in urban mass transit, aligned with our OneNYC vision for a strong and just city. The MTA Capital Plan will help maintain and improve the quality of the transit system, expand communications-based train control along several lines, initiate work on the Metro North Penn Station Access project, and initiate work on the Second Avenue Subway Phase 2. It also includes additional projects



that support our economic development and affordable housing strategy, including station access and connections that are critical for our neighborhoods.

It's a historic investment by the City in the region's transportation network and transit system. It builds on a long history of the City supporting the MTA's capital needs since the early 1980s, and it marks a new level of coordination between the MTA and the City on critical funding priorities.

**\*\*\*SLIDE\*\*\***



Ultimately, we recognize that this isn't just about the city – we're increasingly connected to the broader New York region. The

Department of City Planning now has a regional unit to consider our interdependent needs. The Mayor recently gathered with elected officials from across the region to make a push for federal transportation investment. And looking at affordable housing and economic development through a regional lens is critical: between 2000 and 2010, the number of reverse commuters increased by 12.5 percent, compared to 9.5 percent arriving at our City's regional transportation hubs.

**\*\*\*SLIDE\*\*\* [End]**



That's a summary of some of our major initiatives, but I want to reiterate a few places where we could continue to use your help:

- First, your continued and vocal support for MIH, ZQA, and the East NY rezoning – these are critical for us to get through the housing crisis and build an affordable New York. Thank you for all your support so far.
- And we need to be watchdogs on the MTA plan – they now have unprecedented resources, but we need to keep an eye on how those resources are spent.

So in sum, what is our goal? We want a more diverse economy because it will be a more sustainable and equitable economy. We want more New Yorkers in higher quality jobs, making more money so they can raise a family and have the quality of life everyone in this country should have. We want transportation and infrastructure that maps to, and supports, where the city is growing, not where it has been. If we do this right, and add up all of the strategic interventions and investments we are making in growth sectors and in, and among, neighborhoods, we will build a more equitable, sustainable and globally competitive

City for the long run. And after all, what is a New Yorker, or for that matter, New York City, if not competitive? Thank you for your help in this effort, and I'm happy to answer any questions!



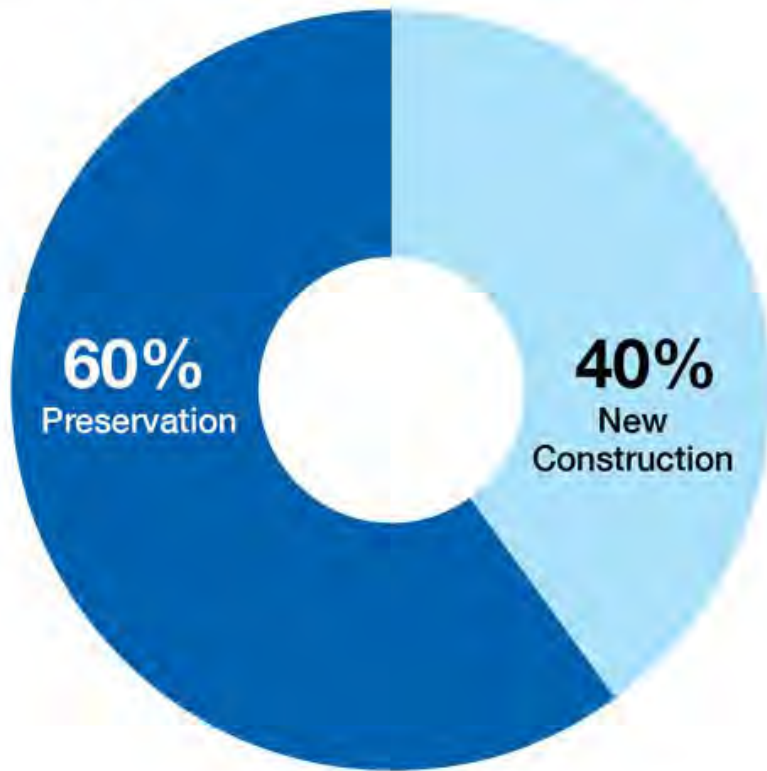
## **RPA Board Meeting**

**January 2016**

# Housing New York set an ambitious goal for affordable housing

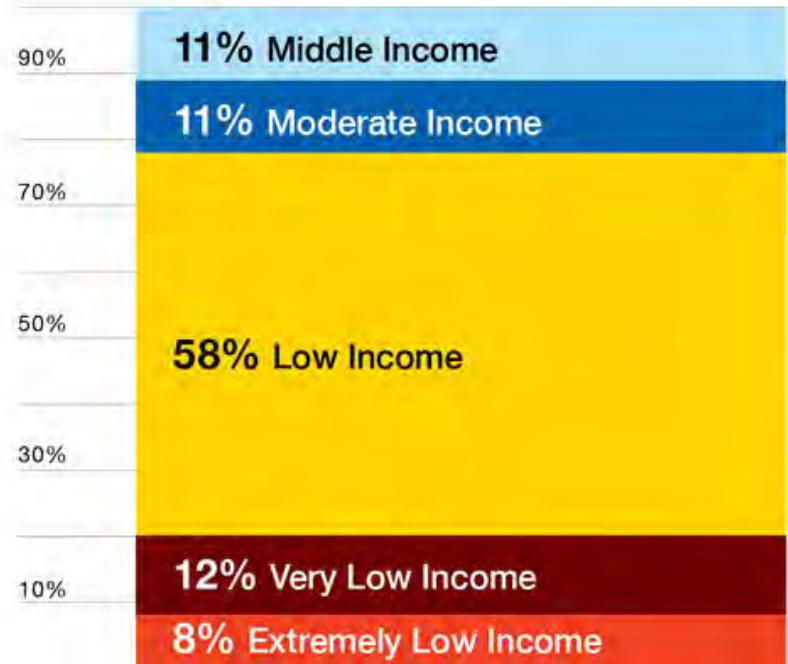
200,000 affordable housing units over the next 10 years

## New Construction vs Preservation



## Households Served

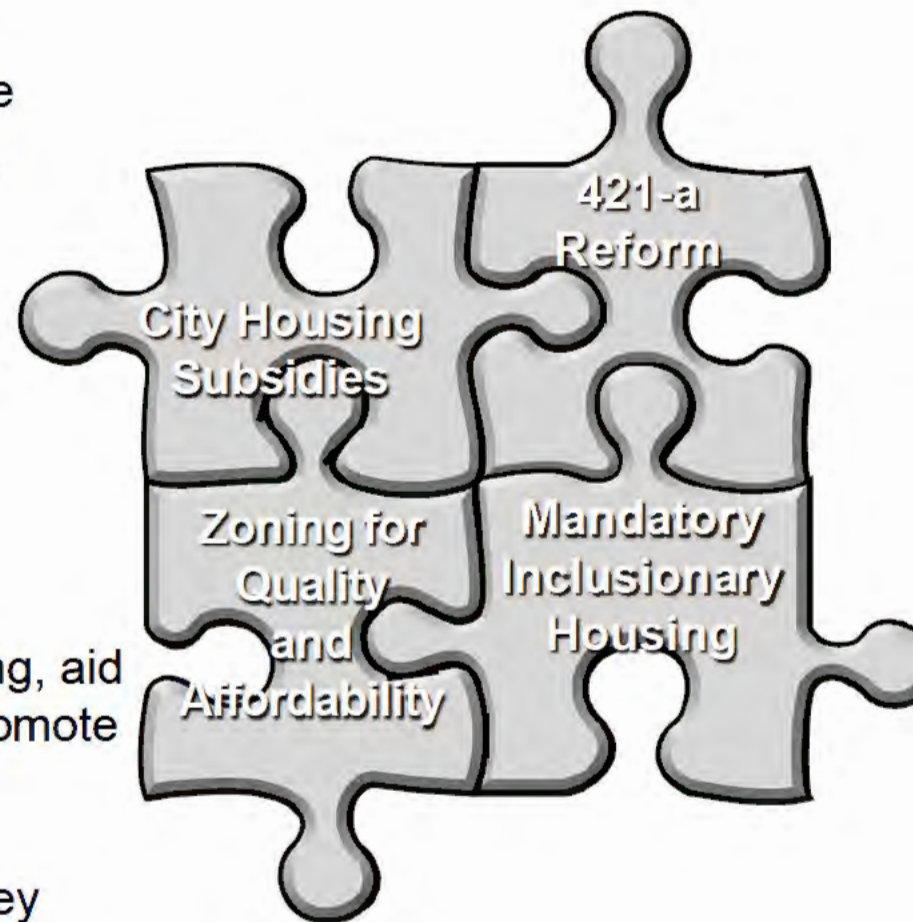
Share of Housing Units Created or Preserved by Income Band



## We're pursuing this with a multi-pronged strategy

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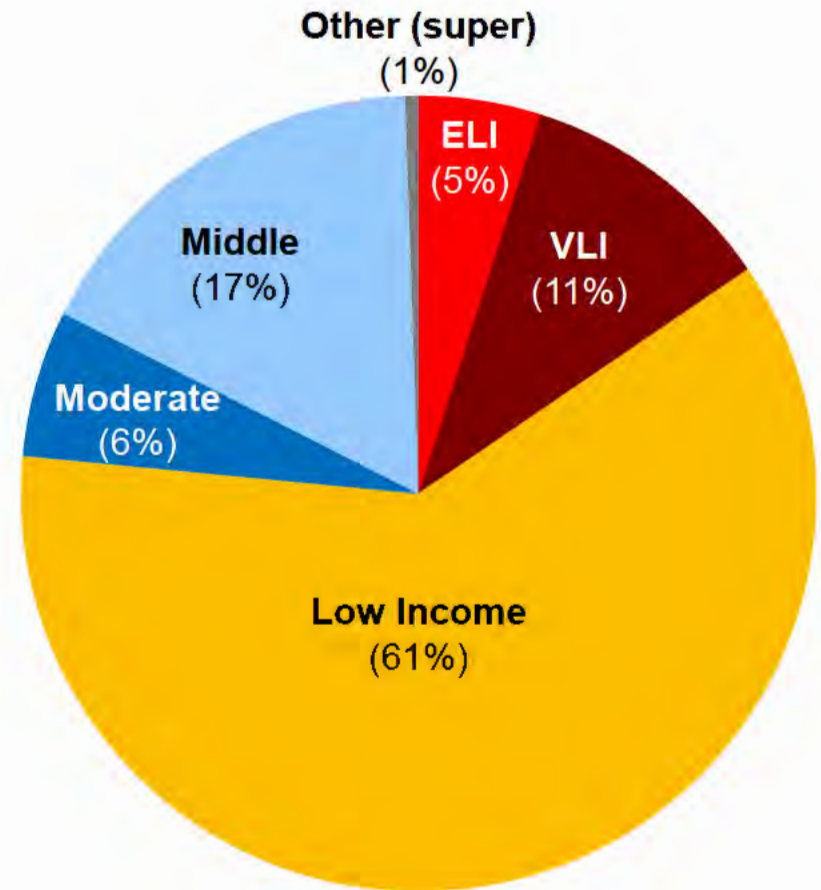
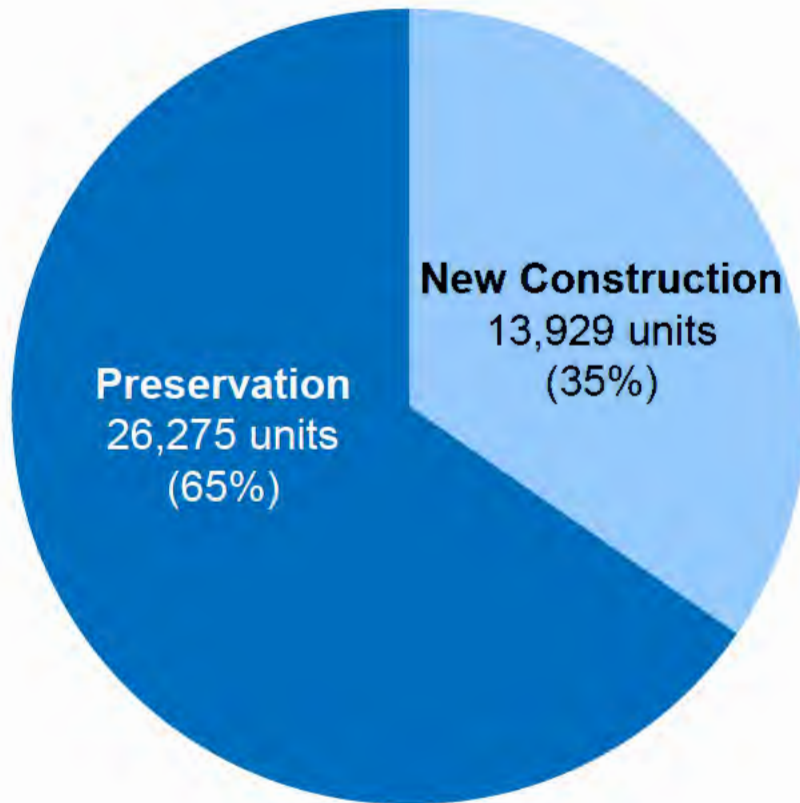
- Reform of State 421-a tax exemption program will require affordable housing in every rental building receiving benefits
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- Zoning for Quality and Affordability will promote senior and affordable housing, aid efficient use of housing subsidies and promote better buildings
- Strategic use of subsidy programs and key development projects allow the City to reach a wide range of incomes



## And we recently announced incredible progress to date

---

- **40,204 units** have been financed since the start of the Housing Plan





# We're complementing our housing efforts with a \$1B+ Neighborhood Development Fund

---

## WHAT

**\$1B+ over the next 10 years dedicated to building and improving infrastructure and facilities in neighborhoods in which the City plans to encourage affordable housing development and permit greater density through zoning**

## WHY

To ensure that the City can make and keep promises for new public investments that complement new affordable housing and population growth

## HOW

Projects originate and are prioritized in the neighborhood planning process: from agencies' analyses of opportunities to improve livability as the neighborhood grows, to ideas generated in community workshops

## But our strategy goes well beyond housing

Create quality jobs and support a diverse, dynamic, and growing economy through strategic investments in:

### High-Growth Sectors

- Tech & Creative
- Life Sciences
- Advanced Manufacturing
- Education and R&D

### Neighborhoods

- 200,000 new/preserved affordable housing units over 10 years
- Schools
- Local Retail
- Open Space
- Healthcare

### Infrastructure

- Multi-modal transportation system
- Expanded core transit capacity (by 20%)

### People / Human Capital

- Pre-K
- Computer Science for All
- CUNY
- Tech Talent Pipeline

...To **diversify and grow** NYC's economic engine

...To **promote robust employment** growth across all sectors in all five boroughs

# We're making investments citywide in housing and economic development

**Life Sciences Building**  
 \$160 million  
 122 jobs (new)

**Brooklyn Navy Yard**  
 \$75 million  
 3,000 jobs (new)

**BAT / Bush**  
 \$170 million  
 4,300 jobs (retained); 1,700 jobs (new)

**Staten Island North Shore**  
 \$350 million  
 1,350 jobs (new)

**Life Sciences Fund**  
 \$10 million  
 2,000 jobs (new)

**Hunts Point**  
 \$217 million  
 8,850 jobs (retained); 1,150 jobs (new)

**Sunnyside Yards**  
 Large public-private investment  
 Several thousand jobs (new)

**South Bronx / Lower Concourse**  
 \$194M  
 Thousands of housing units & jobs

**Housing New York**  
 \$40 billion Public-Private Partnership = 200,000 units built or preserved

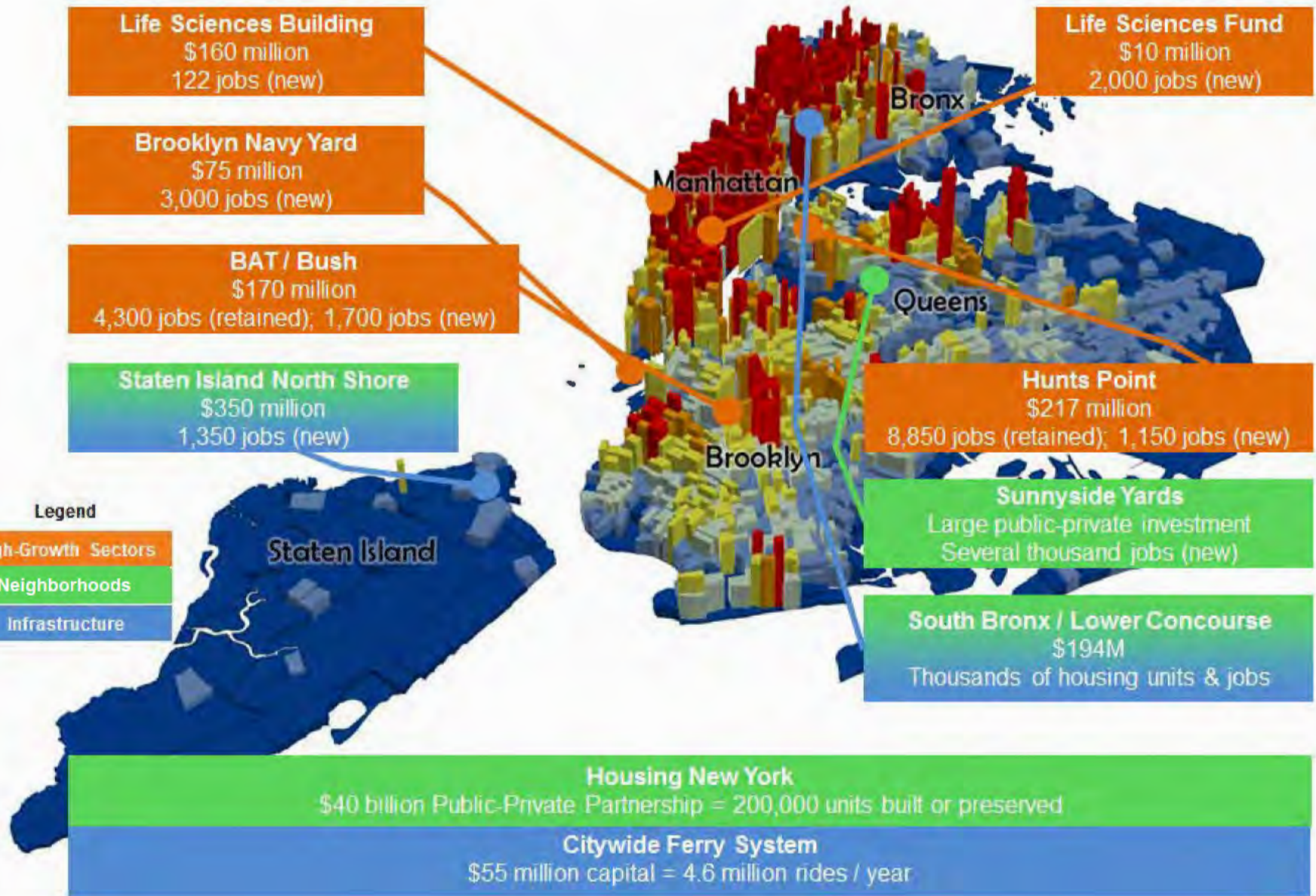
**Citywide Ferry System**  
 \$55 million capital = 4.6 million rides / year

**Legend**

High-Growth Sectors

Neighborhoods

Infrastructure



# Our goal is to create a 21<sup>st</sup> century multi-modal transportation system to map to our 21<sup>st</sup> century economy

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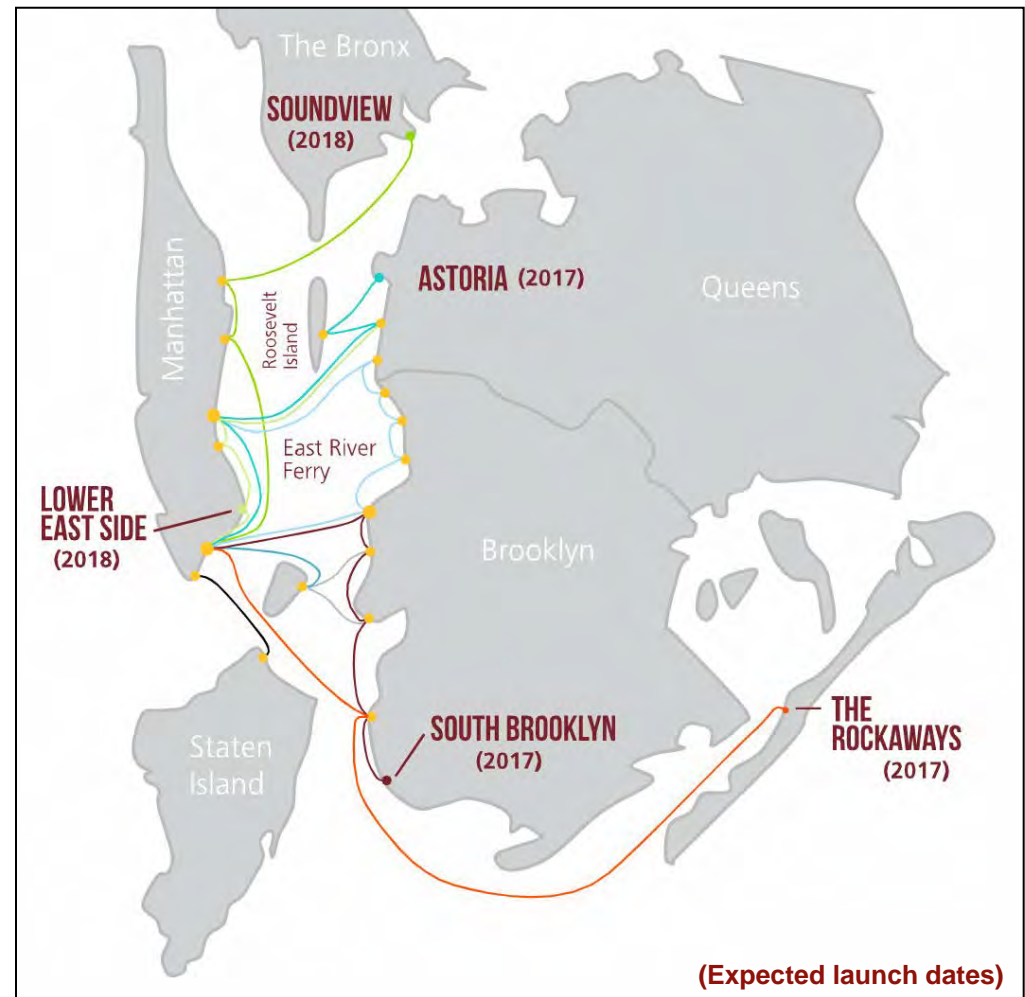
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## Example: Citywide Ferry System

**Goal: To leverage our waterways, a defining feature of New York City, and provide transportation to areas of significant job and population growth.**

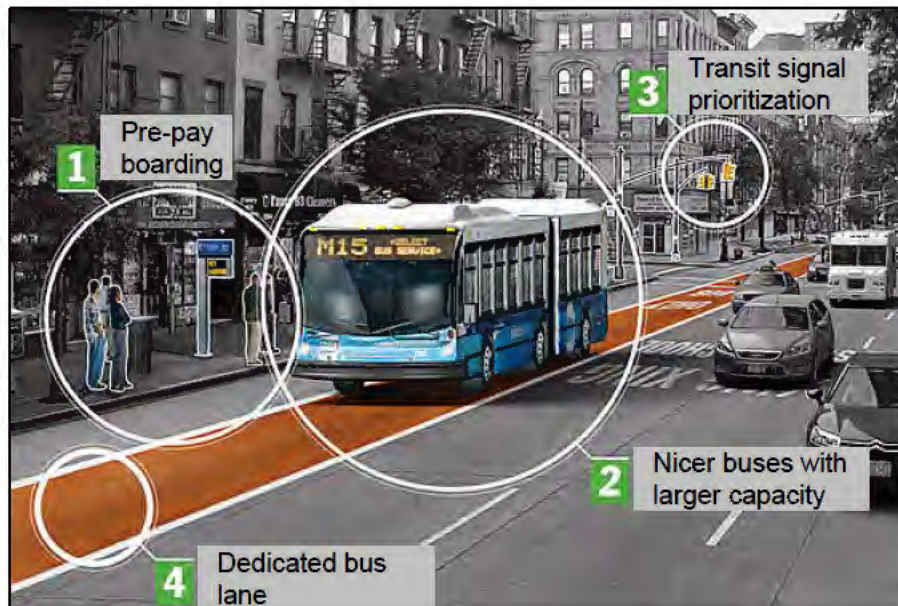
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- **Transit-Oriented Development**
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  - Commuters to Manhattan CBDs and emerging job centers along the Brooklyn/Queens waterfront
  - Reduced commute time – for example, Soundview stop in the Bronx would reduce transit time by 20-30 minutes each way



## Example: Select Bus Service

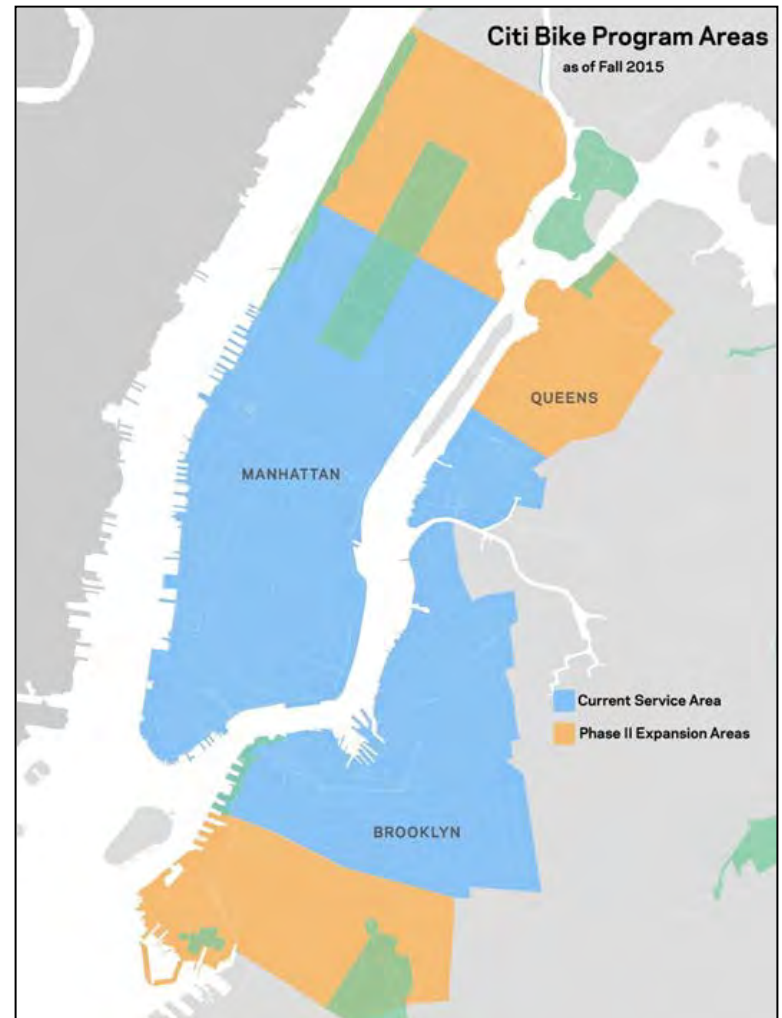
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## Example: Increasing Bike Usage

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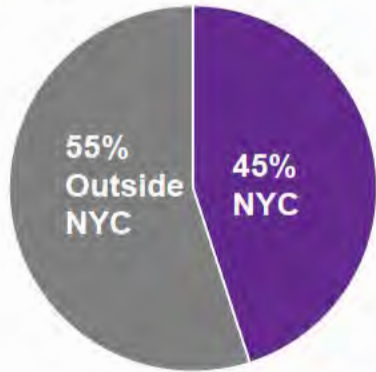
## Example: One Vanderbilt



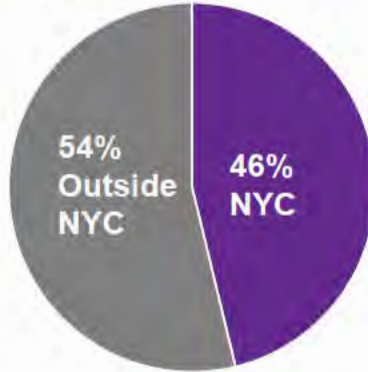


# And we recognize the importance of the region to NYC's success

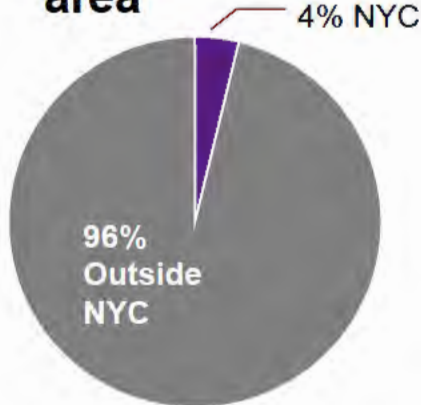
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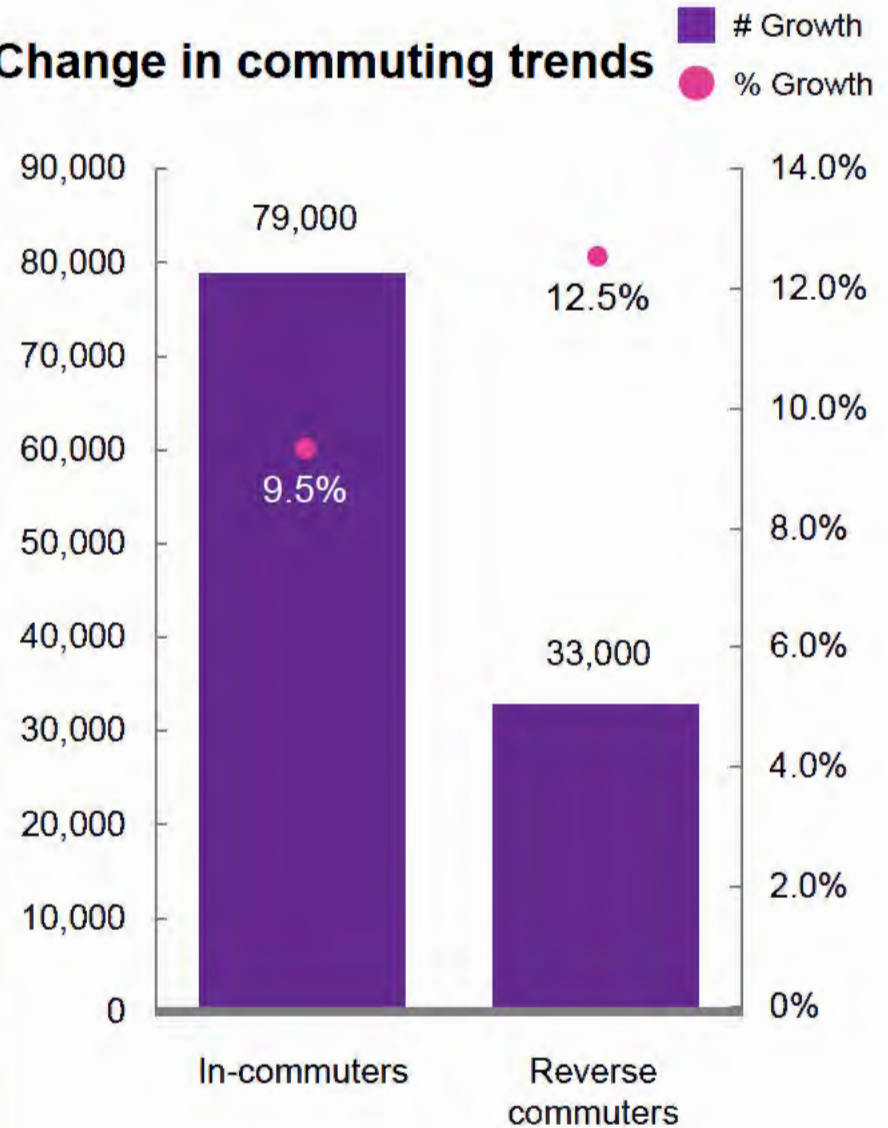
### Percentage of gross regional product



### Percentage of total geographic area



### Change in commuting trends





**From:** [B](#)  
**To:** [Walzak, Phil](#); [Hinton, Karen](#); [Jonathan Rosen](#)  
**Cc:** [jfdc](#); [Hagelgans, Andrea](#)  
**Subject:** Re: HRC question/Blitzer  
**Date:** Friday, January 15, 2016 12:57:44 PM

---

I got this

---

**From:** "Walzak, Phil" <PWalzak@cityhall.nyc.gov>  
**Date:** Fri, 15 Jan 2016 17:53:51 +0000  
**To:** Hinton, Karen<KHinton@cityhall.nyc.gov>; B<BCCD@cityhall.nyc.gov>; Jonathan Rosen<Jonathan@berlinrosen.com>  
**Cc:** jfdc<jfdc@akpdmedia.com>; Hagelgans, Andrea<AHagelgans@cityhall.nyc.gov>  
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**Cc:** jfdc; Walzak, Phil; Hagelgans, Andrea  
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Sent from my iPhone

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Karen Hinton  
Press Secretary  
917-246-7692  
Follow Me On Twitter @KarenHinton

**From:** [Viswanathan, Vikram](#)  
**To:** [Bruch, Mary](#); ["Jonathan Rosen"](#); [Wiley Norvell](#)  
**Subject:** RE: Do you have Alicia's remarks from RPA yesterday?  
**Date:** Friday, January 15, 2016 12:58:07 PM  
**Attachments:** [RPA Board Meeting - Deputy Mayor Glen.pptx](#)

---

Jonathan - great to meet you over email, and glad to hear her speech was well received! I've also attached the latest version of the slides as presented.

-----Original Message-----

From: Bruch, Mary  
Sent: Friday, January 15, 2016 12:46 PM  
To: 'Jonathan Rosen'; Wiley Norvell  
Cc: Viswanathan, Vikram  
Subject: RE: Do you have Alicia's remarks from RPA yesterday?

Hi Jonathan,

Please find the deck and remarks as prepared for DM Glen's RPA talk yesterday. Adding my colleague, Vikram, so he can see the good review, and also answer any follow-up questions related to the RPA presentation yesterday.

Vikram, Jonathan is one of the Mayor's lead political strategists (and he and his partner Val Berlin kicked my greenhorn butt in a 2005 state assembly race) and is working on the State of the City with our comms team. Glad to be on the same side, here!

Cheers,  
Mary

-----Original Message-----

From: Jonathan Rosen [<mailto:Jonathan@berlinrosen.com>]  
Sent: Friday, January 15, 2016 12:41 PM  
To: Wiley Norvell  
Cc: Bruch, Mary  
Subject: Re: Do you have Alicia's remarks from RPA yesterday?

Heard if was v good and in line w the framing you and I discussed. Maybe the boss could borrow it for himself. :-)

Sent from my iPhone

> On Jan 15, 2016, at 12:19 PM, Wiley Norvell < wrote:

>

> Mary can help. What's your interest?

>

> Sent from my iPhone

>

>> On Jan 15, 2016, at 9:51 AM, Jonathan Rosen <[Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com)> wrote:

>>

>>

>>

>> Sent from my iPhone



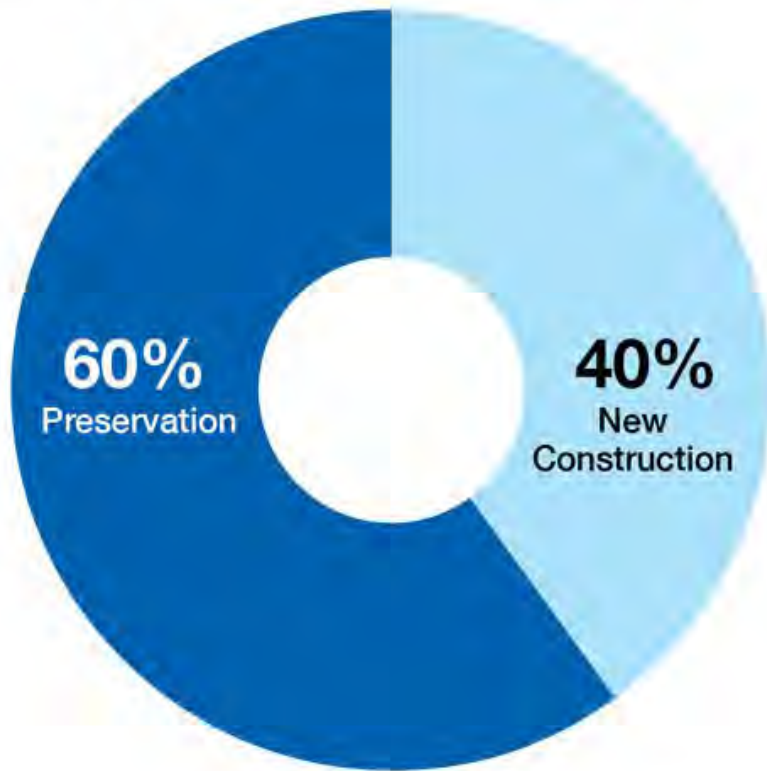
## **RPA Board Meeting**

**January 2016**

# Housing New York set an ambitious goal for affordable housing

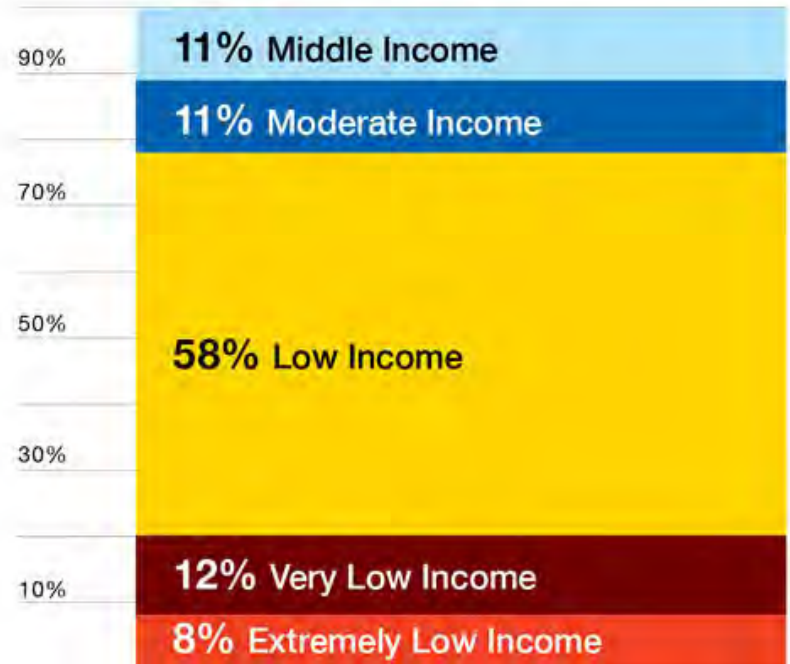
200,000 affordable housing units over the next 10 years

## New Construction vs Preservation



## Households Served

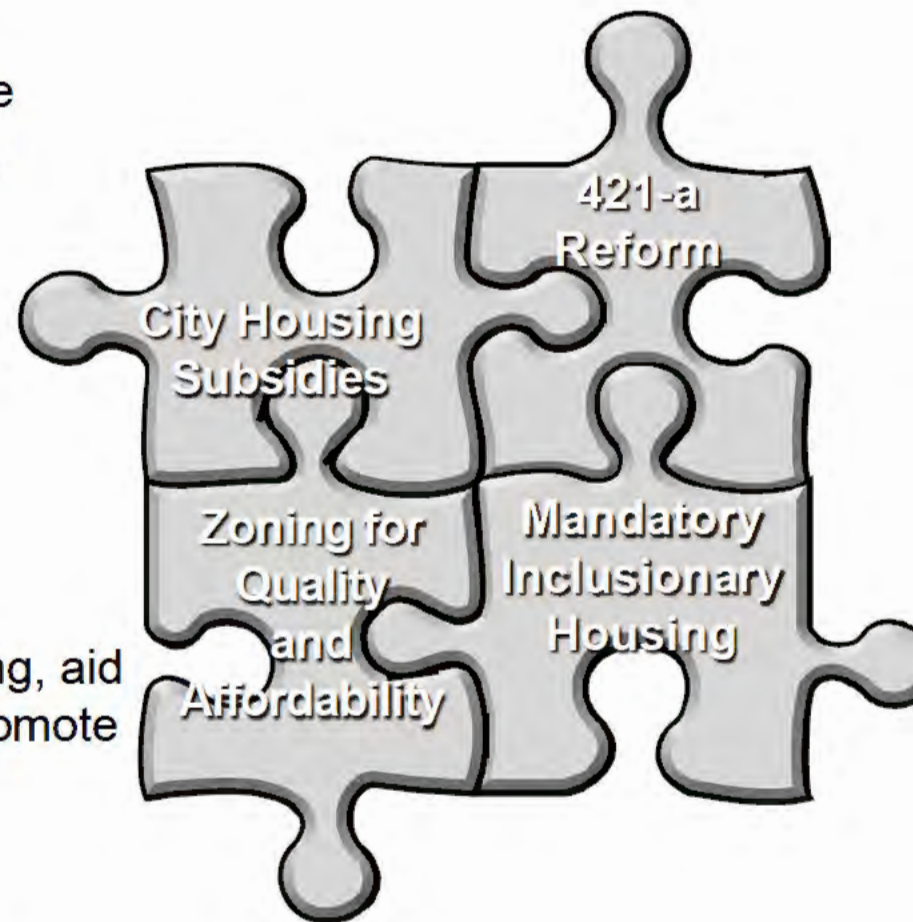
Share of Housing Units Created or Preserved by Income Band



## We're pursuing this with a multi-pronged strategy

---

- Reform of State 421-a tax exemption program will require affordable housing in every rental building receiving benefits
  - More affordable housing
  - Broader range of incomes
  - No benefits for luxury condos
- Mandatory Inclusionary Housing
- Zoning for Quality and Affordability will promote senior and affordable housing, aid efficient use of housing subsidies and promote better buildings
- Strategic use of subsidy programs, key development projects, and publicly owned assets allow the City to reach a wide range of incomes

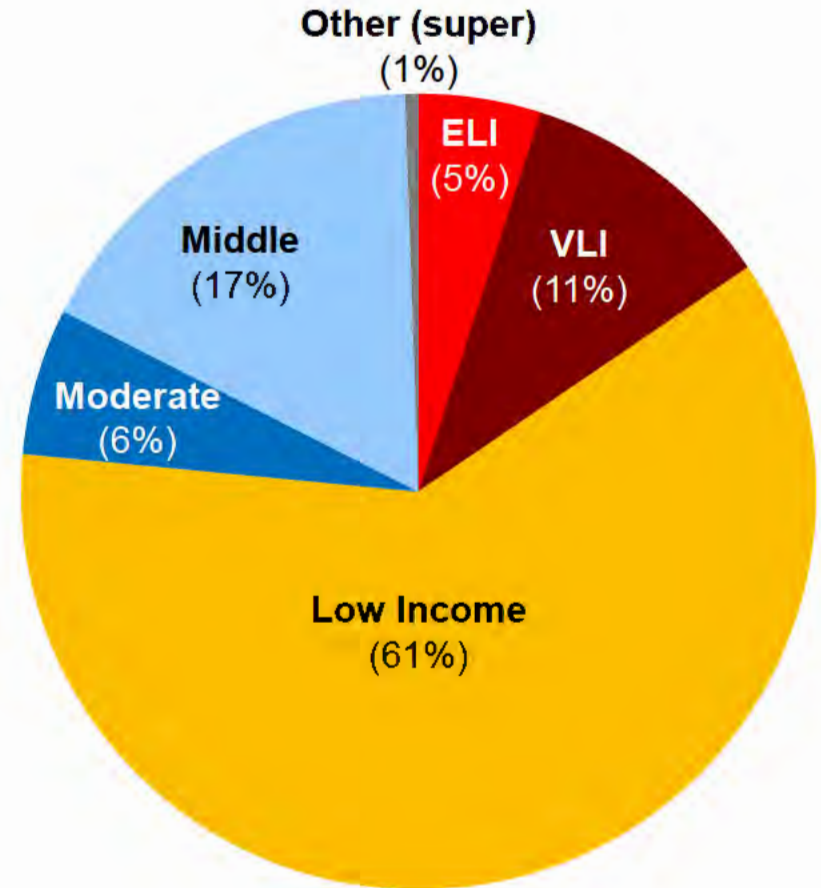
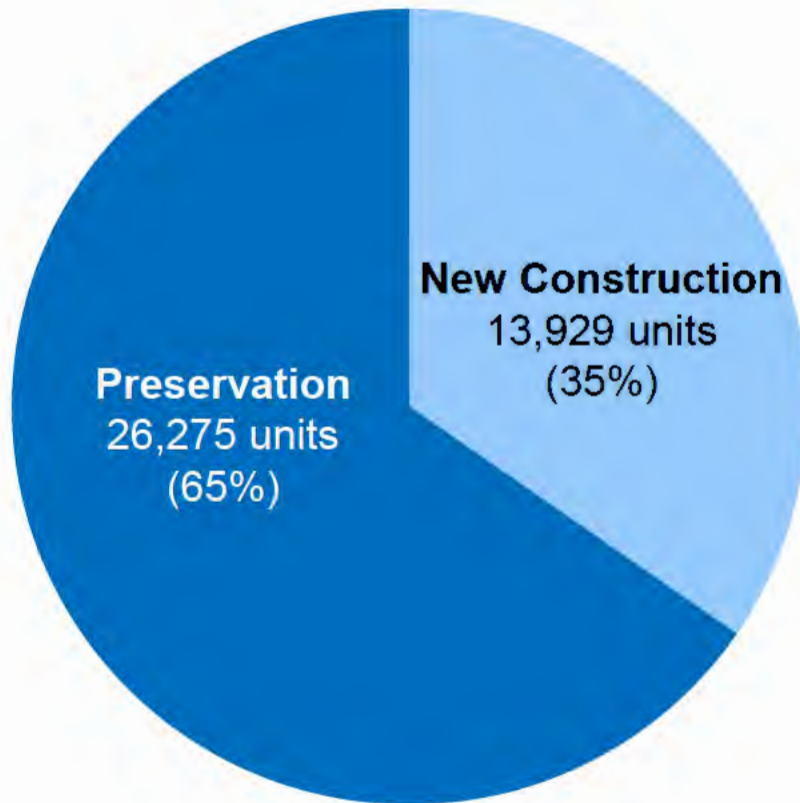




## And we recently announced significant progress to date

---

- **40,204 units** have been financed since the start of the Housing Plan



# We're complementing our housing efforts with a \$1B+ Neighborhood Development Fund

---

## WHAT

**\$1B+ over the next 10 years dedicated to building and improving infrastructure and facilities in neighborhoods in which the City plans to encourage affordable housing development and permit greater density through zoning**

## WHY

To ensure that the City can make and keep promises for new public investments that complement new affordable housing and population growth

## HOW

Projects originate and are prioritized in the neighborhood planning process: from agencies' analyses of opportunities to improve livability as the neighborhood grows, to ideas generated in community workshops

# Our agenda is about more than housing

Create quality jobs and support a sustainable, dynamic, and growing economy through strategic investments in:

## High-Growth Sectors

- Tech & Creative
- Life Sciences
- Advanced Manufacturing
- Education and R&D

## Neighborhoods

- 200,000 new/preserved affordable housing units over 10 years
- Schools
- Local Retail
- Open Space
- Healthcare

## Infrastructure

- Multi-modal transportation system
- Expanded core transit capacity (by 20%)
- Broadband access

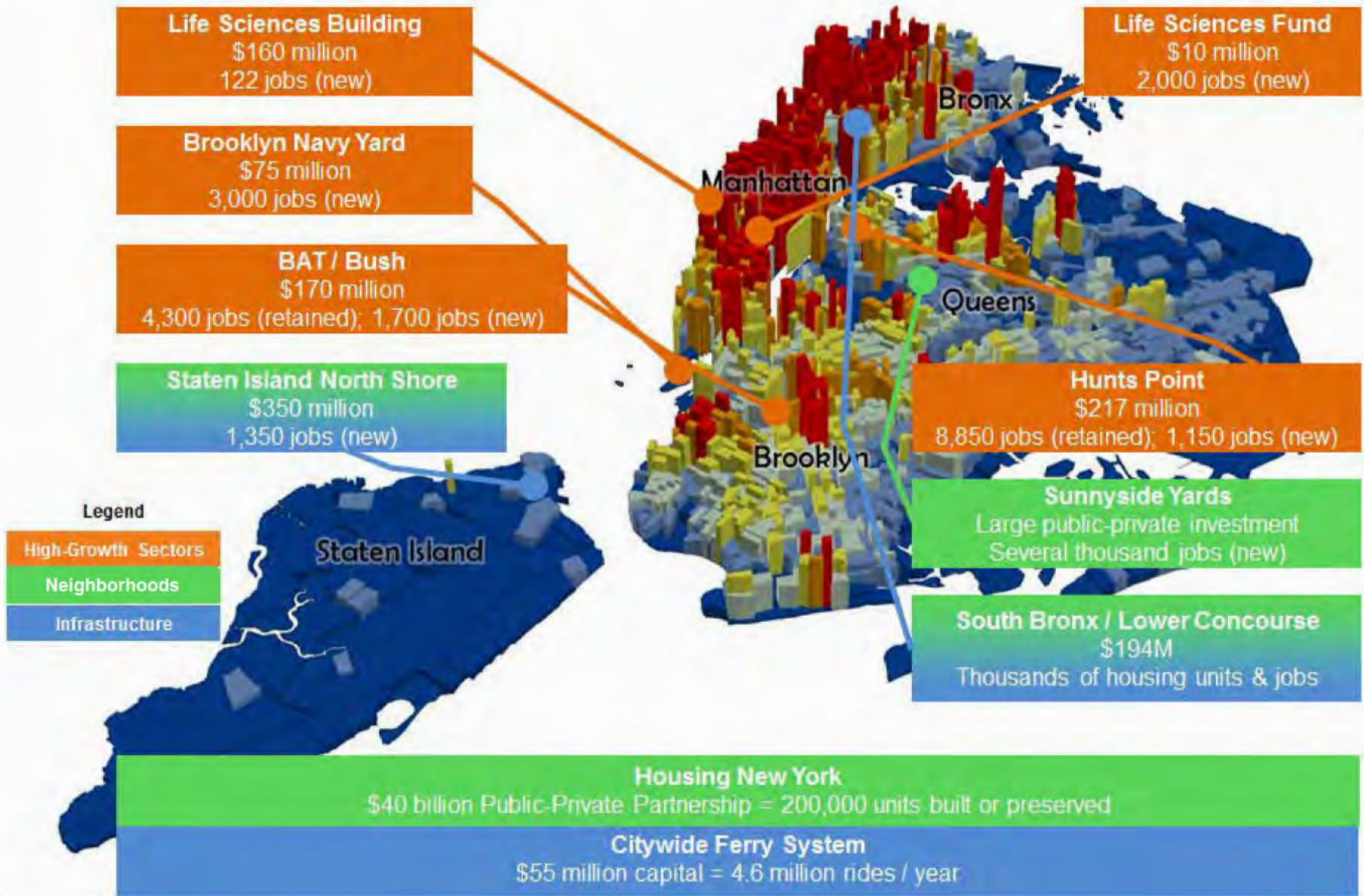
## People

- Universal Pre-K
- Computer Science for All
- CUNY
- Tech Talent Pipeline

...To **diversify and grow** NYC's economic engine

...To **promote robust employment** growth across all sectors in all five boroughs

# We're making investments citywide in housing and economic development



# Our goal is to create a multi-modal transportation system to map to our 21<sup>st</sup> century City

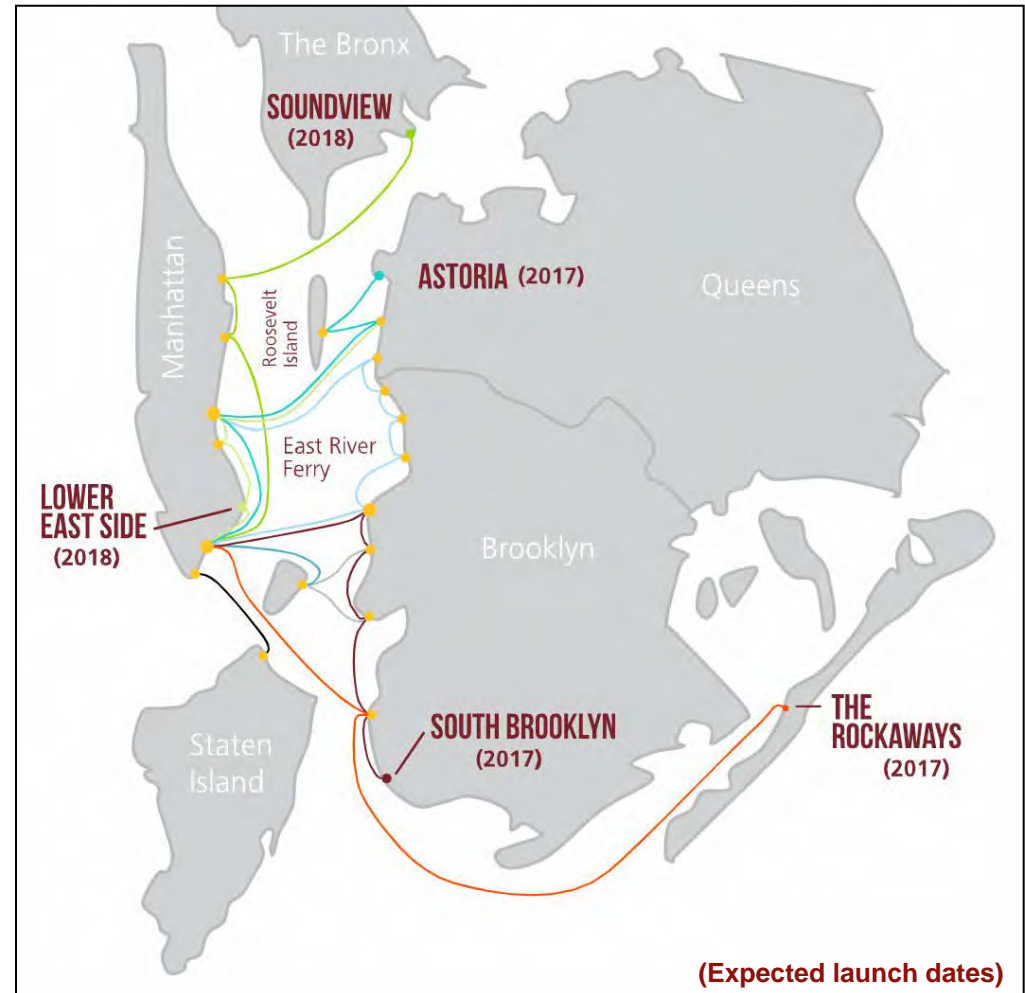
- **Citywide infrastructure is at capacity and aging**
- **State investment accounts for only ~10% of NYCDOT capital funding**
- **Federal transportation funding flat since 2009**
- **U.S. infrastructure investment at 20 year low of 1.7% of GDP**
  - China invests 9% of GDP
  - Europe invests 5% of GDP
- **NYC is investing in a Multi-Modal Transportation System**
  - 6 million subway riders
  - 2 million bus riders
  - 6,000 miles of roadway
  - 1,000 miles of bike lanes
  - 5-borough ferry system
  - 12,000 miles of sidewalk
  - 315,000 street lights
  - 1 million street signs



## Example: Citywide Ferry System

**Goal: To leverage our waterways, a defining feature of New York City, and provide transportation to areas of significant job and population growth.**

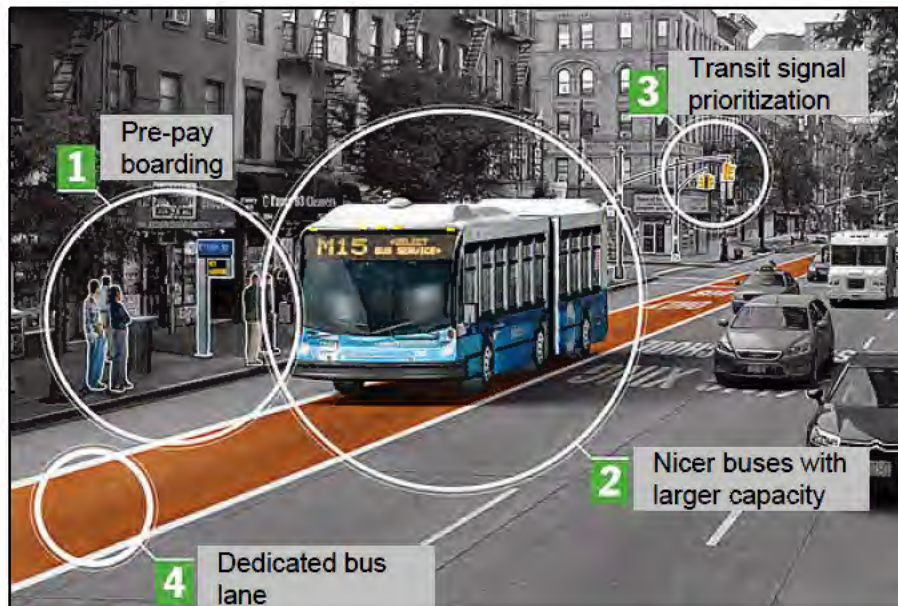
- **System: 20 landings**
  - 5 new routes, 1 existing route
  - \$2.75 fares pegged to MTA
  - 4.1 million rides per year
  - Much-needed transit for communities with limited transit options (e.g., Red Hook)
  - Accessible to people with mobility challenges
- **Estimated Cost**
  - \$55M Capital funds
  - ~\$20-25M Expense funds per year initially
- **Transit-Oriented Development**
  - Unlocking 13,000 housing units
  - 550,000 people live within half a mile of ferry landings
  - Reduced commute time
    - Soundview (Bronx) to Manhattan reduced by 20-30 minutes each way
    - Astoria to Lower Manhattan reduced by 10 minutes each way



## Example: Select Bus Service

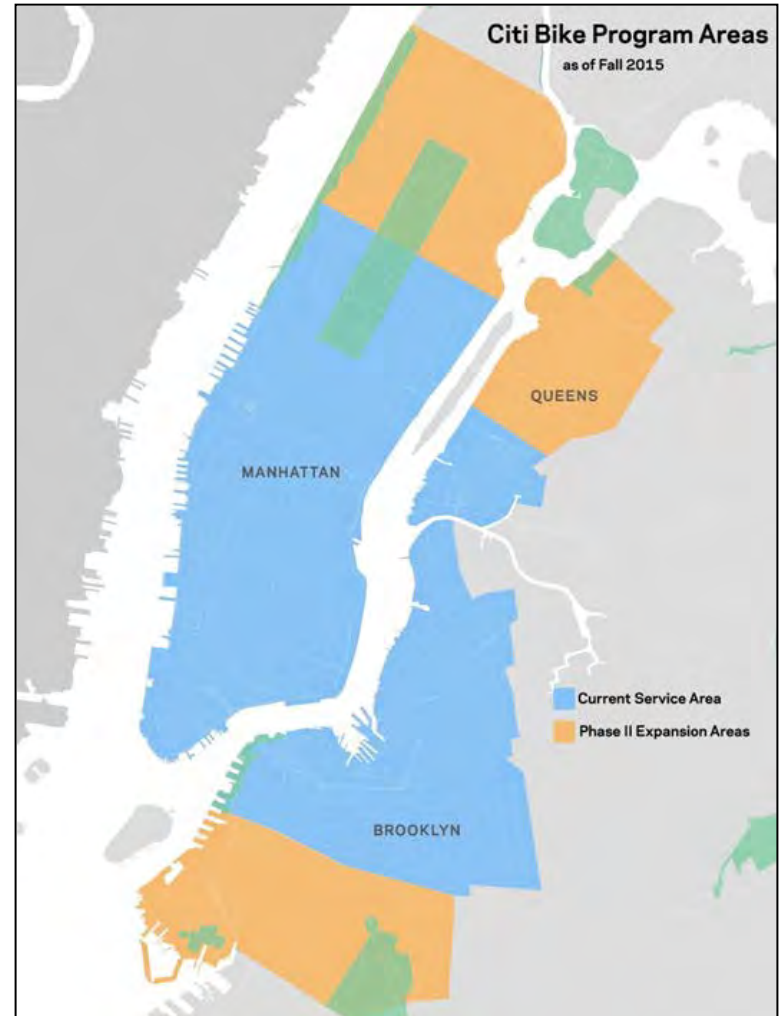
**Goal: to provide improved bus service on busy routes citywide, particularly areas not well served by subway**

- NYC's version of BRT
- Implemented 9 SBS routes since 2008, benefitting over 200,000 passengers daily; 5 upcoming routes announced and in planning stages
- Total cost of existing routes is over \$100M (including both capital and expense)
- Projects have typically increased ridership by ~10% in the first year of operation
- Travel times improved 15-23% over prior bus service
- Customer satisfaction rates of 95%+
- Served as national design leader in how to implement transit improvements quickly and at low cost



## Example: Increasing Bike Usage

- NYC named #1 Cycling City by Bicycle Magazine in 2014
- North America's largest & growing bike share network with almost 21 million trips since launch
- Citibike expansion to outer borough neighborhoods in 2015
- Met Mayoral target of 50 miles of enhancements to cycling network
- Numerous protected lane projects – 12 miles in 2015, more than any previous year
- 1,000th mile of network completed in September 2015
- Additional infrastructure: bike racks and corrals



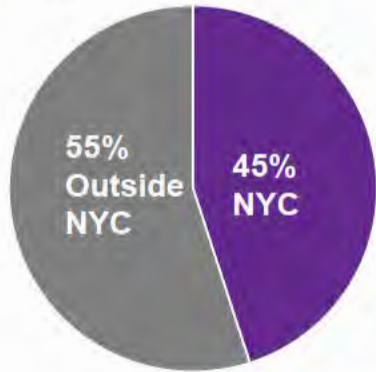


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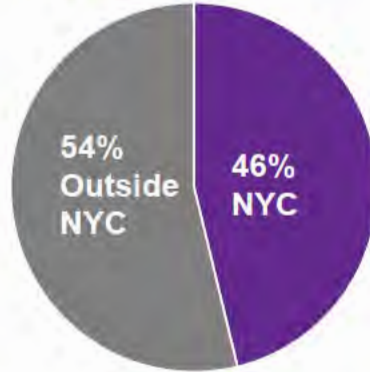


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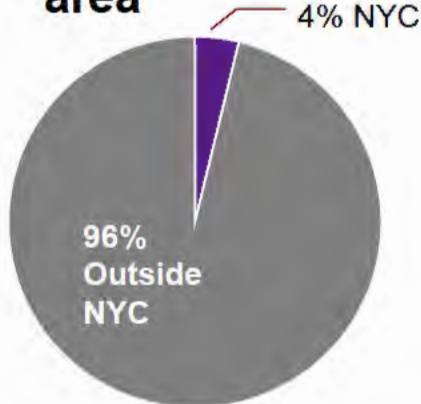
### Percentage of total jobs



### Percentage of gross regional product



### Percentage of total geographic area



### Change in commuting trends





**From:** [Hinton, Karen](#)  
**To:** [Walzak, Phil](#)  
**Cc:** [B: Jonathan Rosen](#); [jfdc](#); [Hagelgans, Andrea](#); [Wolfe, Emma](#)  
**Subject:** Re: HRC question/Blitzer  
**Date:** Friday, January 15, 2016 1:30:40 PM

---

Doing Ashley ban field -- mini ambush - will ask him about stock market . Will talk about property values we released today. he spoke with dean.

Said ok to property values since CUNY issue hopefully behind us.

Will use throughout afternoon getting times from producer

Sent from my iPhone

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Karen Hinton  
Press Secretary  
917-246-7692  
Follow Me On Twitter @KarenHinton

**From:** [Gunaratna, Mahen](#)  
**To:** [Hinton, Karen](#); [Walzak, Phil](#)  
**Cc:** [Jonathan Rosen](#); [jfdc](#); [Hagelgans, Andrea](#)  
**Subject:** RE: HRC question/Blitzer  
**Date:** Friday, January 15, 2016 1:50:52 PM

---

Some info here:

<http://www.cnn.com/2016/01/15/politics/ted-cruz-donald-trump-birther-movement-marco-rubio/>

# Ted Cruz gets a birther lawsuit challenge

By [Tal Kopan](#), CNN

Updated 12:29 PM ET, Fri January 15, 2016

**Washington (CNN)** - Ted Cruz is now facing a federal lawsuit challenging his eligibility to run for president, based on the theory espoused by Donald Trump that he may not be a natural-born citizen.

The [lawsuit](#), filed in Texas on Thursday by Newton Boris Schwartz Sr., raises legal uncertainty about whether Cruz qualifies for the constitutional requirement that a President be a "a natural-born citizen" because he was born in Canada.

Cruz was conferred American citizenship at birth because his mother is an American citizen, and legal experts have largely agreed that would qualify him as natural-born citizenship. Cruz was born in Calgary, Alberta, Canada, and also had Canadian citizenship until he renounced it in 2014.

Schwartz cites legal theorists including Harvard law professor Laurence Tribe who say while Cruz is generally accepted to be a natural-born citizen, no court has definitively ruled on the question.

The move follows weeks of attacks by the GOP front-runner on Cruz's status, which came to a head during Thursday's GOP debate. Trump told Cruz he was a liability as a candidate if he runs for president, because his eligibility will be tied up in lawsuits for years.

Trump also spread many of the birther theories that hung over President Barack Obama when he ran for office, fueled by conspiracy theorists who did not believe that Obama was born in the U.S., as he was. Obama's mother was also a U.S. citizen at his birth, and no credible legal challenge to his eligibility ever progressed in the courts.

Legal experts believe the same will be true of the Cruz challenge.

Asked if Schwartz had standing to file the lawsuit, American University law professor and CNN contributor Stephen Vladeck said "not even a little."

Standing is the legal principle that requires an individual to have suffered some harm to bring a lawsuit.

"Standing's only going to work if some state denies Cruz access to the ballot," Vladeck said, at which point Cruz himself could sue to have it resolved.

Cruz has maintained he is a natural-born citizen.

"Back in September, my friend Donald said he had his lawyers look at this in every which way," Cruz said in Thursday night's debate. "There was nothing to this birther issue."

"Since September, the Constitution hasn't changed," Cruz added. "But the poll numbers have."

---

**From:** Hinton, Karen  
**Sent:** Friday, January 15, 2016 1:45 PM  
**To:** Walzak, Phil  
**Cc:** Jonathan Rosen; jfdc; Hagelgans, Andrea; Gunaratna, Mahen  
**Subject:** Re: HRC question/Blitzer

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We may need to clean up?

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Maybe if its seen as some sort of way to help trump bec HRC beats trump more easily?

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**Cc:** B; Jonathan Rosen; jfdc; Hagelgans, Andrea  
**Subject:** Re: HRC question/Blitzer

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**Cc:** [Jonathan Rosen](#); [Hagelgans, Andrea](#); [Gunaratna, Mahen](#)  
**Subject:** Re: HRC question/Blitzer  
**Date:** Friday, January 15, 2016 2:15:32 PM

---

I don't think we should pull any punches with Cruz on birtherism. He's legit. Obama's legit. Romney & McCain were legit. Let's remember this is a serious job & not a game.

On Sanders/HRC – I think the focus is rebuilding the middle class – which Sander & HRC are both speaking to... As Phil says, I'm not a pundit – I'm just stuck by how the Dem side is focused on tackling inequality while the GOP is a freak show

---

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What other questions aside from Cruz?

Karen Hinton  
Press Secretary  
917-246-7692  
Follow Me On Twitter @KarenHinton

**From:** [Salazar-Rodriguez, Prisca](#)  
**To:** [jfdc](#); [Jonathan Rosen](#); [Blumm, Kate](#); [Snyder, Thomas](#); [Shorris, Anthony](#); [Williams, Dominic](#); [Fialkoff, Gabrielle](#); [Tarrow, Mindy](#); [Wolfe, Emma](#); [Schnake Mahl, Gabriel](#); [Schwartz, Regina](#); [Hagelgans, Andrea](#); [Walzak, Phil](#); [Fuleihan, Dean \(OMB\)](#); [Glen, Alicia](#); [Buery, Richard](#); [Arslanian, Kayla](#); [Almonte, Catherine](#); [Viguers, Jonathan](#)  
**Cc:** [jfdc](#)  
**Subject:** RE: MBDB: SOTC Prep  
**Date:** Sunday, January 17, 2016 9:29:43 PM

---

Hey guys, There will some snacks at Gracie tomorrow but not a full lunch but please feel free to bring food with you to the meeting.

-----Original Appointment-----

**From:** Salazar-Rodriguez, Prisca  
**Sent:** Thursday, January 14, 2016 1:18 PM  
**To:** Salazar-Rodriguez, Prisca; [jfdc](#); [Jonathan Rosen](#); [Blumm, Kate](#); [Snyder, Thomas](#); [Da Costa, Ricky](#); [Shorris, Anthony](#); [Griffith, Chantell](#); [Williams, Dominic](#); [Fialkoff, Gabrielle](#); [Tarrow, Mindy](#); [Wolfe, Emma](#); [Schnake Mahl, Gabriel](#); [Schwartz, Regina](#); [Hagelgans, Andrea](#); [Walzak, Phil](#); [Seignious, Sandy](#); [Fuleihan, Dean \(OMB\)](#); [Darlington, Mandy \(OMB\)](#); [Glen, Alicia](#); [Bruch, Mary](#); [Buery, Richard](#); [Cutler, Dorothy](#); [Arslanian, Kayla](#); [Almonte, Catherine](#); [Viguers, Jonathan](#)  
**Cc:** John Del Cecato  
**Subject:** MBDB: SOTC Prep  
**When:** Monday, January 18, 2016 12:45 PM-1:45 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Gracie Mansion

**From:** [Viguers, Jonathan](#)  
**To:** [Salazar-Rodriguez, Prisca](#); [jfdc](#); [Jonathan Rosen](#); [Blumm, Kate](#); [Snyder, Thomas](#); [Da Costa, Ricky](#); [Shorris, Anthony](#); [Griffith, Chantell](#); [Williams, Dominic](#); [Fialkoff, Gabrielle](#); [Tarlo, Mindy](#); [Wolfe, Emma](#); [Schnake Mahl, Gabriel](#); [Schwartz, Regina](#); [Hagelgans, Andrea](#); [Walzak, Phil](#); [Seignious, Sandy](#); [Fuleihan, Dean \(OMB\)](#); [Darlington, Mandy \(OMB\)](#); [Glen, Alicia](#); [Bruch, Mary](#); [Buery, Richard](#); [Cutler, Dorothy](#); [Arslanian, Kayla](#); [Almonte, Catherine](#)  
**Subject:** RE: MBDB: SOTC Prep  
**Date:** Tuesday, January 19, 2016 5:55:44 PM

---

Please gather.

-----Original Appointment-----

**From:** Salazar-Rodriguez, Prisca

**Sent:** Friday, January 15, 2016 4:25 PM

**To:** Salazar-Rodriguez, Prisca; jfdc; Jonathan Rosen; Blumm, Kate; Snyder, Thomas; Da Costa, Ricky; Shorris, Anthony; Griffith, Chantell; Williams, Dominic; Fialkoff, Gabrielle; Tarlow, Mindy; Wolfe, Emma; Schnake Mahl, Gabriel; Schwartz, Regina; Hagelgans, Andrea; Walzak, Phil; Seignious, Sandy; Fuleihan, Dean (OMB); Darlington, Mandy (OMB); Glen, Alicia; Bruch, Mary; Buery, Richard; Cutler, Dorothy; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan

**Subject:** MBDB: SOTC Prep

**When:** Tuesday, January 19, 2016 6:00 PM-7:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** City Hall, The Blue Room

**From:** [The Office of Mayor de Blasio](#)  
**To:** [Emily Walsh](#)  
**Subject:** RE: State of the City RSVP  
**Date:** Wednesday, January 20, 2016 10:15:00 AM

---

Dear Emily,

Mr. Rosen is confirmed for the event on the 4<sup>th</sup>. We look forward to seeing him!

Best,  
Emina

Emina Ajvazoska  
Event Coordinator, Mayor's Office of Special Projects and Community Events  
New York City  
(w) 212-788-2569

---

**From:** Emily Walsh [mailto:[Emily@berlinrosen.com](mailto:Emily@berlinrosen.com)]  
**Sent:** Wednesday, January 20, 2016 9:22 AM  
**To:** The Office of Mayor de Blasio  
**Subject:** State of the City RSVP

Hi there,

Jonathan Rosen will be attending. I believe his RSVP mistakenly came through as me instead.

thanks!

Emily Walsh  
BerlinRosen Public Affairs  
[emily@berlinrosen.com](mailto:emily@berlinrosen.com)  
646-200-5310

**From:** [Almonte, Catherine](#)  
**To:** [Salazar-Rodriguez, Prisca](#); [jfdc](#); [Jonathan Rosen](#); [Blumm, Kate](#); [Snyder, Thomas](#); [Da Costa, Ricky](#); [Shorris, Anthony](#); [Griffith, Chantell](#); [Williams, Dominic](#); [Adams Baker, Marti](#); [Fialkoff, Gabrielle](#); [Tarlo, Mindy](#); [Wolfe, Emma](#); [Schnake Mahl, Gabriel](#); [Schwartz, Regina](#); [Hagelgans, Andrea](#); [Walzak, Phil](#); [Seignious, Sandy](#); [Fuleihan, Dean \(OMB\)](#); [Darlington, Mandy \(OMB\)](#); [Glen, Alicia](#); [Bruch, Mary](#); [Buery, Richard](#); [Cutler, Dorothy](#); [Arslanian, Kayla](#); [Viguers, Jonathan](#); [Bennett, Rob](#)  
**Cc:** [Confer, Alexis](#)  
**Subject:** RE: MBDB: SOTC Prep  
**Date:** Wednesday, January 20, 2016 5:05:13 PM

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## We are delayed

-----Original Appointment-----

**From:** Salazar-Rodriguez, Prisca

**Sent:** Friday, January 15, 2016 4:43 PM

**To:** Salazar-Rodriguez, Prisca; jfdc; Jonathan Rosen; Blumm, Kate; Snyder, Thomas; Da Costa, Ricky; Shorris, Anthony; Griffith, Chantell; Williams, Dominic; Adams Baker, Marti; Fialkoff, Gabrielle; Tarlow, Mindy; Wolfe, Emma; Schnake Mahl, Gabriel; Schwartz, Regina; Hagelgans, Andrea; Walzak, Phil; Seignious, Sandy; Fuleihan, Dean (OMB); Darlington, Mandy (OMB); Glen, Alicia; Bruch, Mary; Buery, Richard; Cutler, Dorothy; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan; Bennett, Rob

**Cc:** Confer, Alexis

**Subject:** MBDB: SOTC Prep

**When:** Wednesday, January 20, 2016 5:00 PM-6:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** City Hall, The Governor's Room



**From:** [Almonte, Catherine](#)  
**To:** [Salazar-Rodriguez, Prisca](#); [Walzak, Phil](#); [jfdc](#); [Glen, Alicia](#); [Buery, Richard](#); [Arslanian, Kayla](#); [Fuleihan, Dean \(OMB\)](#); [Blumm, Kate](#); [Viguers, Jonathan](#); [Adams Baker, Marti](#); [Bruch, Mary](#); [Cutler, Dorothy](#); [Patchett, James](#); [Schwartz, Regina](#); [Hagelgans, Andrea](#); [Da Costa, Ricky](#); [Jonathan Rosen](#); [Williams, Dominic](#); [Darlington, Mandy \(OMB\)](#); [Bennett, Rob](#); [Griffith, Chantell](#); [Fialkoff, Gabrielle](#); [Snyder, Thomas](#); [Schnake Mahl, Gabriel](#); [Wolfe, Emma](#); [Shorris, Anthony](#); [Seignious, Sandy](#); [Tarlow, Mindy](#)  
**Cc:** [Confer, Alexis](#)  
**Subject:** RE: MBDB: SOTC Prep  
**Date:** Wednesday, January 20, 2016 7:30:36 PM

---

This meeting is in the Governor's room

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**From:** Almonte, Catherine  
**Sent:** Wednesday, January 20, 2016 7:23 PM  
**To:** Salazar-Rodriguez, Prisca; Walzak, Phil; jfdc; Glen, Alicia; Buery, Richard; Arslanian, Kayla; Fuleihan, Dean (OMB); Blumm, Kate; Viguers, Jonathan; Adams Baker, Marti; Bruch, Mary; Cutler, Dorothy; Patchett, James; Schwartz, Regina; Hagelgans, Andrea; Da Costa, Ricky; Jonathan Rosen; Williams, Dominic; Darlington, Mandy (OMB); Bennett, Rob; Griffith, Chantell; Fialkoff, Gabrielle; Snyder, Thomas; Schnake Mahl, Gabriel; Wolfe, Emma; Shorris, Anthony; Seignious, Sandy; Tarlow, Mindy  
**Cc:** Confer, Alexis  
**Subject:** RE: MBDB: SOTC Prep

Please gather.

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**From:** Salazar-Rodriguez, Prisca  
**Sent:** Wednesday, January 20, 2016 6:16 PM  
**To:** Walzak, Phil; jfdc; Glen, Alicia; Buery, Richard; Arslanian, Kayla; Fuleihan, Dean (OMB); Blumm, Kate; Viguers, Jonathan; Adams Baker, Marti; Bruch, Mary; Cutler, Dorothy; Patchett, James; Schwartz, Regina; Hagelgans, Andrea; Da Costa, Ricky; Almonte, Catherine; Jonathan Rosen; Williams, Dominic; Darlington, Mandy (OMB); Bennett, Rob; Griffith, Chantell; Fialkoff, Gabrielle; Snyder, Thomas; Schnake Mahl, Gabriel; Wolfe, Emma; Shorris, Anthony; Seignious, Sandy; Tarlow, Mindy  
**Cc:** Confer, Alexis  
**Subject:** RE: MBDB: SOTC Prep

We are going to gather for this meeting shortly.

A notification will be sent out.

Marti has the 2 items that are going to be discussed.

James and DM Glen are needed in this meeting per Phil.

-----Original Appointment-----

**From:** Salazar-Rodriguez, Prisca  
**Sent:** Thursday, January 14, 2016 1:27 PM  
**To:** Salazar-Rodriguez, Prisca; Walzak, Phil; jfdc; Glen, Alicia; Buery, Richard; Arslanian, Kayla; Fuleihan, Dean (OMB); Blumm, Kate; Viguers, Jonathan; Adams Baker, Marti; Bruch, Mary; Cutler, Dorothy; Patchett, James; Schwartz, Regina; Hagelgans, Andrea; Da Costa, Ricky; Almonte, Catherine; Jonathan Rosen; Williams, Dominic; Darlington, Mandy (OMB); Bennett, Rob; Griffith, Chantell; Fialkoff, Gabrielle; Snyder, Thomas; Schnake Mahl, Gabriel; Wolfe, Emma; Shorris, Anthony; Seignious, Sandy; Tarlow, Mindy  
**Cc:** Confer, Alexis

**Subject:** MBDB: SOTC Prep

**When:** Wednesday, January 20, 2016 5:00 PM-6:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** City Hall, The Governor's Room

**From:** [Thomas Snyder](#)  
**To:** [FLONYC](#); [Roxanne John](#); [Jonathan Rosen](#); [jfdc](#); [Nick Baldick](#); [David Kieve](#); [Ross Offinger](#); [Emma Mw](#); [PhilWalzak \(gmail.com\)](#); [Dom Williams](#); [Gabrielle Fialkoff](#); [Nathan Smith](#); [agreenberg@gqrr.com](#)  
**Subject:** Calendar 2016  
**Date:** Thursday, January 21, 2016 11:56:47 AM  
**Attachments:** [Draft Year Calendar 2016.doc](#)

---

Attached is final draft 2016 calendar. Very few of you have added any items. We really need to get this right so please take one hard look and send me additions before I forward to Mayor.

◀ December		~ January 2016 ~						February ▶
Sun	Mon	Tue	Wed	Thu	Fri	Sat		
					1 New Year's Day Kwanzaa end	2		
3	4	5 *Mayor's interfaith Breakfast	6 *Three Kings Day 39 <sup>th</sup> Annual of El Museo Del Barrio	7	8 *Judge Sylvia Ash & Family's Sip and Chat	9 Brooklyn 3 Kings Day Event  *Ray Pfeifer Key to the City Ceremony		
10	11 *Human Trafficking Awareness	12 President Obama State of the Union Speech	13 *State of the State Speech	14	15 *Watch Cynthia Nixon's Play "Mother Struck"	16		
17 *NBC News Democratic Primary Debate	18 Martin Luther King	19 *Final Day for Submission of State Executive Budget	20 *Session Day in Albany	21 *Prelim Budget Day *Session Day in Albany	22	23		
				US Conference of Mayors 01/21-01/22				
24	25 *Session Day in Albany	26 *Session Day in Albany	27	28	29	30 *Alfalpa Club Dinner (Invited by Arne Sorenson, CEO of Marriot)		
31	Notes:							

◀ January ~ February 2016 ~ March ▶

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1 *Session Day in Albany * Iowa Caucus	2 *Groundhog Day *Session Day in Albany	3 CPC Housing Vote	4 *MBdB's State of the City	5	6
7 *Super Bowl	8 *Chinese New Year *Session Day in Albany  * First Financial Committee meeting this week	9 *Session Day in Albany * New Hampshire Primary	10 *Ash Wednesday	11 *Moth High School Event at Gracie  * D Primary Debate	12	13
New York Fashion Week Feb 10 – 18 2016						
					ABPRL Conference 2/12-2/14	
14 Valentine's Day	15 Presidents Day	16	17 *Black History Month Event at Gracie	18	19 *(Dinner with Harry Belafonte and Pamela Frank *NYU Portraits Reception with Ms. Toscano	20 NV D Caucus
New York Fashion Week Feb 10 – 18 2016						
21	22	23	24 *Black Clergy Mental Health Breakfast at Gracie *Session Day in Albany	25 *Session Day in Albany * Robin Hood Foundation Board Retreat	26	27 SC D primary
[REDACTED]						

28	29 *Session Day in Albany	<b>Notes:</b> <b>MOSPCE Events in February 2016:</b> <b>1- Mayor's Fund Dinner (GF to suggest date).</b>
[Redacted]		

◀ February		~ March 2016 ~					▶ April
Sun	Mon	Tue	Wed	Thu	Fri	Sat	
		1 *Session Day in Albany * Super Tuesday (AL, Samoa, AR, CO, GA, MA, MN, OK, TN, TX, VT, VA)	2 *Session Day in Albany	3 *CG Land Use Committee vote on Housing + Full CC vote	4	5 *KS, LA, NB, Caucus/primaries	
6 *ME Caucus	7 *Session Day in Albany	8 *International Women's Day *Session Day in Albany *MI, MS Primary	9 *Women History Month/CGE Event at Gracie *Session Day in Albany * Final D Primary Debate	10 *Women's City Leaders Dinner * Partnership for NYC	11 [Redacted]	12	
13 *Daylight Saving Time Begins	14 *Session Day in Albany	15 *Session Day in Albany *FL, IL, Missouri, NC, OH Primaries	16 *Session Day in Albany	17 *St. Patrick's Day Parade Breakfast *Session Day in Albany	18 SOMOS Conference in Albany- 03/18-03/20 Chiara [Redacted]	19	
20 Spring begins (Northern)	21 *Session Day in Albany	22 *Session Day in Albany *AZ, ID, UT pri/caucus	23 *Session Day in Albany *Purim begins	24 *Purim ends	25 *Good Friday	26 *AK, HI, WA Caucus	

27 *Easter	28 *Session Day in Albany	29 [REDACTED] *Session Day in Albany	30 *Session Day in Albany	31 *Session Day in Albany	Notes: MOSPCE Events in March 2016: 1- Spring Equinox Event
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

~ April 2016 ~						
March	Sun	Mon	Tue	Wed	Thu	Fri
						1 *Beginning of New Fiscal Year
						2
Notes: MOSPCE Events in April 2016: 1- Gracie Mansion Conservancy Open House 2- Mental Health World Summit						
	3	4 *Session Day in Albany	5 *Session Day in Albany *WI Primary	6 *Session Day in Albany	7 *World Health Day *Greek Independence Reception *Police Foundation Gala	8
						9 *WY Caucus
						[REDACTED]
	10 *Greek Independence Day Parade	11 *Session Day in Albany	12 *City Council Reception *Session Day in Albany	13 *JCRC of NY 40 <sup>th</sup> Anniversary Gala Dinner *Session Day in Albany	14	15 *Tax Day (Taxes Due)
						16
						Tribeca Film Festival- 4/13-4/24

17	18	19 * NY Primary (inc. Nassau)	20 *Immigrant Heritage Panel & Breakfast	21	22 *Earth Day	23
Tribeca Film Festival- 4/13-4/24						
24	25	26 *CT,DE,MD,PA,RI Primaries  *Executive Budget Due	27	28	29 [REDACTED]	30 *MBdB Inner Circle Dinner Reception

~ May 2016 ~						
◀ April						June ▶
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3 Session Day in Albany * IN Primary	4 *Session Day in Albany	5 *Cinco De Mayo *Session Day in Albany *BDB Birthday Gala Approx. * Carnegie Hall 125 <sup>th</sup> Anniversary Gala	6 [REDACTED]	7
8 *Mother's Day  *Bill de Blasio's B-Day	9 *Session Day in Albany	10 *Session Day in Albany	11 *Session Day in Albany	12 [REDACTED]	13 [REDACTED]	14 [REDACTED]
[REDACTED]						
15 *Asian-American & Pacific Islander Festival	16 *Session Day in Albany	17 *Session Day in Albany * KY, OR Primary	18 *Session Day in Albany	19 *Asian-Pacific American Heritage Event at Gracie  * NY Public Library Annual Spring Dinner	20	21



22	23 *Made in NY Event *Session Day in Albany	24 *Session Day in Albany	25 *Session Day in Albany	26	27	28
29	30 *Memorial Day	31	Notes: MOSPCE Events in May 2016: 1- Mayor's Fund Cocktail Reception 2- UPK Thank You Reception 3- Young Men's Initiative: Dads Matter Awards			

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1 *Session Day in Albany	2 *2016 Elizabeth A. Sackler Center First Awards *Session Day in Albany *Jewish Heritage Event at Gracie	3 Chiara [REDACTED]	4 *Wedding [REDACTED] *Annual Puttanesca Party
					FLONYC Wellesley College Reunion 4/3 - 4/5	
5 *Queens Pride Parade *Israel Day Parade * PR Caucus	6 Ramadan Starts *Session Day in Albany	7 *Session Day in Albany *CA, MT, NJ, NM, ND, SD, Primaries * Metropolitan Museum Annual Spring Gala	8 *Puerto Rican Heritage Event at Gracie *Session Day in Albany	9 *Session Day in Albany	10	11 *Chiara's [REDACTED] *Brooklyn Pride Parade (20 <sup>th</sup> Anniversary)
12 [REDACTED] *National Puerto Rican Day Parade	13	14 Flag Day *Session Day in Albany * DC Primary	15 *Session Day in Albany	16 *Session Day in Albany *Mary Sansone's 100th birthday bash at Gracie	17	18
19 *Father's Day	20 *Summer Solstice	21 *Ramadan Dinner at Gracie	22	23 *LGBT Pride Event	24	25
					USCM 84 <sup>th</sup> Annual Conference of Mayors (6/24-6/27) Indianapolis, IN	
26 *NYC Pride Parade	27	28	29 *MOTH Storytelling	30	Notes: MOSPCE Events in June 2016: 1- Alvin Ailey Summer Camp Event	
USCM 84 <sup>th</sup> Annual Conference of Mayors 6/24-6/27						

◀ June

~ July 2016 ~

August ▶

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1 *Canada Day	2
					[Redacted]	
3	4 *Independence Day	5	6	7 *Dinkins Administration Reunion	8	9 *Staten Island Pride Parade
[Redacted]						
10	11	12	13	14	15 *Ramadan Ends *Filing Deadline	16
17 *Columbia Day Parade	18 Republic Convention	19 Republic Convention	20 Republic Convention	21 Republic Convention	22	23
24 *Gran Parada Dominicana de Bronx	25 Democratic Convention	26 Democratic Convention	27 Democratic Convention	28 Democratic Convention	29	30
			Harlem Week 7/27 8/03			
31	Notes: <b>MOSPCE Events in July 2016:</b> 1- DOE Big Apple Awards 2- Val/Sals 3- Awards for Excellence in Design 4- Senate Dems Dinner 5- IDC Dinner					

~ August 2016 ~						
◀ July						September ▶
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
Harlem Week 7/27 8/03				[REDACTED]		
7 *Ecuadorian Parade	8	9	10	11 *Mayor's Dominican Heritage Event	12	13
[REDACTED]						
14 *National Dominican Day Parade (Manhattan)	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	Notes: <b>MOSPCE Events in August 2016:</b> 1- Mayor's ADA Awards 2- Staff Recognition BBQ 3- Press BBQ 4- Council Dinner 5- Assembly Dinner		
US Open Tennis 8/29 - 9/11						
[REDACTED]						

◀ August							~ September 2016 ~							October ▶						
Sun			Mon			Tue			Wed			Thu			Fri			Sat		
												1 *West Indian & Caribbean Heritage Event at Gracie			2			3		
US Open Tennis 8/29 - 9/11																				
			5 *Labor Day *West Indian American Day Carnival			6			7 *Back to School Event			8			9			10		
US Open Tennis 8/29 - 9/11																				
11 *9/11 anniversary Ceremony at the Memorial			12			13			14 *Mayoral Address on Schools			15			16			17		
18			19			20			21			22			23			24		
25			26			27			28			29			30			Notes: MOSPCE Events in Sept. 2016: 1- Gracie Mansion Conservancy Gala 2- Gracie Mansion Conservancy Open House		

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6 Mayor's Italian Heritage Event at Gracie Mansion	7	8
9	10 *Columbus Day *World Mental Health Day *Columbus Day Parade	11	12	13	14	15 Save the Date: Circle of Sisters Expo 2016 in NYC
16	17	18	19	20	21	22
23	24 *United Nations Day	25	26	27 *Mayor's Diwali Celebration	28 *Mayor's Gracie Mansion Halloween	29 *Mayor's Gracie Mansion Halloween
30 *Diwali Begins	31 *Halloween *Park slope Brooklyn Halloween Parade	<b>Notes:</b> <u>MOSPCE Events in October 2016:</u> 1- Upstander Awards				

Sun	Mon	Tue	Wed	Thu	Fri	Sat	
		1 *All Saint's Day	2	3	4	5	
		SOMOS in Puerto Rico					
6 *Daylight Saving Time Ends	7	8 Election Day	9	10	11 *Veterans' Day *Mayor's Veteran's Day Breakfast *Veteran's Day Parade	12 *Flight 587 Memorial *HOLD: 126 <sup>th</sup> Anniversary of the New York Wellestey Club	
13	14 *ThriveNYC 1 <sup>st</sup> Anniversary	15	16	17	18	19	
20	21	22	23	24 *Thanksgiving Day *Annual Thanksgiving Day Parade	25	26	
27	28	29 *Chirlane McCray Birthday	30	Notes: MOSPCE Events in November 2016: 1- Council Puerto Rican Event Alfred E smith Memorial Dinner			

◀ November							~ December 2016 ~		▶ January	
Sun	Mon	Tue	Wed	Thu	Fri	Sat				
				1 *World AIDS Day *HOLD: Alvin Ailey American Dance Opening Live Performances	2	3				
4 *HOLD: Congressman Yvette Clarke and Una Clarke's Annual Birthday Celebration	5	6 [REDACTED] *HOLD: The Natron Institute 2016 Dinner Gala	7	8	9	10				
11	12 *Koch Administration Reunion	13	14	15	16	17				
18	19	20	21 *Winter Solstice (Northern)	22	23	24 *First night of Hanukkah				
25 *Christmas *NAN Christmas event	26 *Kwanzaa begins	27	28	29	30	31 *NYE Ball Drop				

Notes: Holiday Parties: 1199, UFT, DC 37, RWDSU, Holiday Reception with Speaker Heastie, Detail Holiday Party, Mayor's Fund Holiday Party, Menorah in Carl Schurz Park.



**From:** [Salazar-Rodriguez, Prisca](#)  
**To:** "[Emily Walsh](#)"  
**Subject:** RE: sorry - last minute  
**Date:** Thursday, January 21, 2016 9:58:43 PM

---

thanks

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**From:** Emily Walsh [mailto:[Emily@berlinrosen.com](mailto:Emily@berlinrosen.com)]  
**Sent:** Thursday, January 21, 2016 9:52 PM  
**To:** Salazar-Rodriguez, Prisca  
**Subject:** RE: sorry - last minute

No problem, we can do the 11th Floor conference room if that's ok.

Emily Walsh  
BerlinRosen Public Affairs  
[emily@berlinrosen.com](mailto:emily@berlinrosen.com)  
646-200-5310

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**From:** Salazar-Rodriguez, Prisca [PSalazar-Rodriguez@cityhall.nyc.gov]  
**Sent:** Thursday, January 21, 2016 9:49 PM  
**To:** Emily Walsh  
**Subject:** RE: sorry - last minute

Hi! Change in schedule – don't know if Ross or Delcacato reached out – but Mayor wants to do some calls from 10-12 at your place-  
I hope there is a room avail....

---

**From:** Emily Walsh [mailto:[Emily@berlinrosen.com](mailto:Emily@berlinrosen.com)]  
**Sent:** Wednesday, January 06, 2016 8:42 AM  
**To:** Salazar-Rodriguez, Prisca  
**Cc:** Jonathan Rosen  
**Subject:** RE: sorry - last minute

Just heard from Ross. We can use the large room on the 16th floor.

Emily Walsh  
BerlinRosen Public Affairs  
[emily@berlinrosen.com](mailto:emily@berlinrosen.com)  
646-200-5310

---

**From:** Salazar-Rodriguez, Prisca [PSalazar-Rodriguez@cityhall.nyc.gov]  
**Sent:** Wednesday, January 06, 2016 8:41 AM  
**To:** Emily Walsh  
**Cc:** Jonathan Rosen  
**Subject:** sorry - last minute

Morning,

We have had a last minute change in our schedule and MBDB would like to go to your office for some call time from 11-1215

Please let me know what floor he should go to...

Thanks!

Prisca

**From:** [Viguers, Jonathan](#)  
**To:** [Salazar-Rodriguez, Prisca](#); [Walzak, Phil](#); [jfdc](#); [Glen, Alicia](#); [Buery, Richard](#); [Confer, Alexis](#); [Arslanian, Kayla](#); [Fuleihan, Dean \(OMB\)](#); [Blumm, Kate](#); [Adams Baker, Marti](#); [Bruch, Mary](#); [Cutler, Dorothy](#); [Patchett, James](#); [Schwartz, Regina](#); [Hagelgans, Andrea](#); [Da Costa, Ricky](#); [Almonte, Catherine](#); [Jonathan Rosen](#); [Williams, Dominic](#); [Darlington, Mandy \(OMB\)](#); [Bennett, Rob](#); [Griffith, Chantell](#); [Fialkoff, Gabrielle](#); [Snyder, Thomas](#); [Schnake Mahl, Gabriel](#); [Wolfe, Emma](#); [Shorris, Anthony](#); [Seignious, Sandy](#); [Tarlow, Mindy](#)  
**Subject:** RE: MBDB: SOTC Prep  
**Date:** Friday, January 22, 2016 5:26:39 PM

---

We are delayed.

-----Original Appointment-----

**From:** Salazar-Rodriguez, Prisca

**Sent:** Thursday, January 21, 2016 6:30 PM

**To:** Salazar-Rodriguez, Prisca; Walzak, Phil; jfdc; Glen, Alicia; Buery, Richard; Confer, Alexis; Arslanian, Kayla; Fuleihan, Dean (OMB); Blumm, Kate; Viguers, Jonathan; Adams Baker, Marti; Bruch, Mary; Cutler, Dorothy; Patchett, James; Schwartz, Regina; Hagelgans, Andrea; Da Costa, Ricky; Almonte, Catherine; Jonathan Rosen; Williams, Dominic; Darlington, Mandy (OMB); Bennett, Rob; Griffith, Chantell; Fialkoff, Gabrielle; Snyder, Thomas; Schnake Mahl, Gabriel; Wolfe, Emma; Shorris, Anthony; Seignious, Sandy; Tarlow, Mindy

**Subject:** MBDB: SOTC Prep

**When:** Friday, January 22, 2016 5:30 PM-7:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** City Hall, The Blue Room

**From:** [Almonte, Catherine](#)  
**To:** [Salazar-Rodriguez, Prisca](#); [Walzak, Phil](#); [jfdc](#); [Glen, Alicia](#); [Buery, Richard](#); [Confer, Alexis](#); [Arslanian, Kayla](#); [Fuleihan, Dean \(OMB\)](#); [Blumm, Kate](#); [Viguers, Jonathan](#); [Adams Baker, Marti](#); [Bruch, Mary](#); [Cutler, Dorothy](#); [Patchett, James](#); [Schwartz, Regina](#); [Hagelgans, Andrea](#); [Da Costa, Ricky](#); [Jonathan Rosen](#); [Williams, Dominic](#); [Darlington, Mandy \(OMB\)](#); [Bennett, Rob](#); [Griffith, Chantell](#); [Fialkoff, Gabrielle](#); [Snyder, Thomas](#); [Schnake Mahl, Gabriel](#); [Wolfe, Emma](#); [Shorris, Anthony](#); [Seignious, Sandy](#); [Tarlow, Mindy](#)  
**Subject:** RE: MBDB: SOTC Prep  
**Date:** Friday, January 22, 2016 6:14:42 PM

---

Please gather

-----Original Appointment-----

**From:** Salazar-Rodriguez, Prisca

**Sent:** Thursday, January 21, 2016 6:30 PM

**To:** Salazar-Rodriguez, Prisca; Walzak, Phil; jfdc; Glen, Alicia; Buery, Richard; Confer, Alexis; Arslanian, Kayla; Fuleihan, Dean (OMB); Blumm, Kate; Viguers, Jonathan; Adams Baker, Marti; Bruch, Mary; Cutler, Dorothy; Patchett, James; Schwartz, Regina; Hagelgans, Andrea; Da Costa, Ricky; Almonte, Catherine; Jonathan Rosen; Williams, Dominic; Darlington, Mandy (OMB); Bennett, Rob; Griffith, Chantell; Fialkoff, Gabrielle; Snyder, Thomas; Schnake Mahl, Gabriel; Wolfe, Emma; Shorris, Anthony; Seignious, Sandy; Tarlow, Mindy

**Subject:** MBDB: SOTC Prep

**When:** Friday, January 22, 2016 5:30 PM-7:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** City Hall, The Blue Room

**From:** [Viguers, Jonathan](#)  
**To:** [Salazar-Rodriguez, Prisca](#); [jfdc](#); [Jonathan Rosen](#); [Blumm, Kate](#); [Snyder, Thomas](#); [Da Costa, Ricky](#); [Shorris, Anthony](#); [Griffith, Chantell](#); [Williams, Dominic](#); [Adams Baker, Marti](#); [Fialkoff, Gabrielle](#); [Tarlow, Mindy](#); [Wolfe, Emma](#); [Schnake Mahl, Gabriel](#); [Schwartz, Regina](#); [Hagelgans, Andrea](#); [Walzak, Phil](#); [Seignious, Sandy](#); [Fuleihan, Dean \(OMB\)](#); [Darlington, Mandy \(OMB\)](#); [Glen, Alicia](#); [Bruch, Mary](#); [Buery, Richard](#); [Cutler, Dorothy](#); [Arslanian, Kayla](#); [Almonte, Catherine](#); [Confer, Alexis](#); [Bennett, Rob](#); [Patchett, James](#)  
**Subject:** RE: MBDB: SOTC Prep  
**Date:** Monday, January 25, 2016 3:25:21 PM

---

Please gather

-----Original Appointment-----

**From:** Salazar-Rodriguez, Prisca

**Sent:** Wednesday, January 20, 2016 3:16 PM

**To:** Salazar-Rodriguez, Prisca; jfdc; Jonathan Rosen; Blumm, Kate; Snyder, Thomas; Da Costa, Ricky; Shorris, Anthony; Griffith, Chantell; Williams, Dominic; Adams Baker, Marti; Fialkoff, Gabrielle; Tarlow, Mindy; Wolfe, Emma; Schnake Mahl, Gabriel; Schwartz, Regina; Hagelgans, Andrea; Walzak, Phil; Seignious, Sandy; Fuleihan, Dean (OMB); Darlington, Mandy (OMB); Glen, Alicia; Bruch, Mary; Buery, Richard; Cutler, Dorothy; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan; Confer, Alexis; Bennett, Rob; Patchett, James

**Subject:** MBDB: SOTC Prep

**When:** Monday, January 25, 2016 3:00 PM-4:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** City Hall, The Blue Room

**From:** [Almonte, Catherine](#)  
**To:** [Shorris, Anthony](#)  
**Cc:** [Salazar-Rodriguez, Prisca](#); [jfdc](#); [Jonathan Rosen](#); [Blumm, Kate](#); [Snyder, Thomas](#); [Da Costa, Ricky](#); [Griffith, Chantell](#); [Williams, Dominic](#); [Adams Baker, Marti](#); [Fialkoff, Gabrielle](#); [Tarlow, Mindy](#); [Wolfe, Emma](#); [Schnake Mahl, Gabriel](#); [Schwartz, Regina](#); [Hagelgans, Andrea](#); [Walzak, Phil](#); [Seignious, Sandy](#); [Fuleihan, Dean \(OMB\)](#); [Darlington, Mandy \(OMB\)](#); [Glen, Alicia](#); [Bruch, Mary](#); [Buery, Richard](#); [Cutler, Dorothy](#); [Arslanian, Kayla](#); [Viguers, Jonathan](#); [Confer, Alexis](#); [Bennett, Rob](#); [Patchett, James](#)  
**Subject:** RE: MBDB: SOTC Prep  
**Date:** Monday, January 25, 2016 4:01:59 PM

---

Moving meeting to the COW now. Sorry for all the back and forth.

---

**From:** Shorris, Anthony  
**Sent:** Monday, January 25, 2016 3:59 PM  
**To:** Almonte, Catherine  
**Cc:** Salazar-Rodriguez, Prisca; jfdc; Jonathan Rosen; Blumm, Kate; Snyder, Thomas; Da Costa, Ricky; Griffith, Chantell; Williams, Dominic; Adams Baker, Marti; Fialkoff, Gabrielle; Tarlow, Mindy; Wolfe, Emma; Schnake Mahl, Gabriel; Schwartz, Regina; Hagelgans, Andrea; Walzak, Phil; Seignious, Sandy; Fuleihan, Dean (OMB); Darlington, Mandy (OMB); Glen, Alicia; Bruch, Mary; Buery, Richard; Cutler, Dorothy; Arslanian, Kayla; Viguers, Jonathan; Confer, Alexis; Bennett, Rob; Patchett, James  
**Subject:** Re: MBDB: SOTC Prep

Have a few Feds in here for another few minutes...

Anthony E. Shorris  
First Deputy Mayor  
City of New York  
City Hall  
New York, NY 10007  
212-788-3191

On Jan 25, 2016, at 3:58 PM, Almonte, Catherine <[CAlmonte@cityhall.nyc.gov](mailto:CAlmonte@cityhall.nyc.gov)> wrote:

We are now meeting in the Governor's Room. Please make your way up there.

---

**From:** Salazar-Rodriguez, Prisca  
**Sent:** Monday, January 25, 2016 3:30 PM  
**To:** jfdc; Jonathan Rosen; Blumm, Kate; Snyder, Thomas; Da Costa, Ricky; Shorris, Anthony; Griffith, Chantell; Williams, Dominic; Adams Baker, Marti; Fialkoff, Gabrielle; Tarlow, Mindy; Wolfe, Emma; Schnake Mahl, Gabriel; Schwartz, Regina; Hagelgans, Andrea; Walzak, Phil; Seignious, Sandy; Fuleihan, Dean (OMB); Darlington, Mandy (OMB); Glen, Alicia; Bruch, Mary; Buery, Richard; Cutler, Dorothy; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan; Confer, Alexis; Bennett, Rob; Patchett, James  
**Subject:** RE: MBDB: SOTC Prep

Call in # for those not in CH.

-----Original Appointment-----  
**From:** Salazar-Rodriguez, Prisca  
**Sent:** Thursday, January 14, 2016 1:38 PM

**To:** Salazar-Rodriguez, Prisca; jfdc; Jonathan Rosen; Blumm, Kate; Snyder, Thomas; Da Costa, Ricky; Shorris, Anthony; Griffith, Chantell; Williams, Dominic; Adams Baker, Marti; Fialkoff, Gabrielle; Tarlow, Mindy; Wolfe, Emma; Schnake Mahl, Gabriel; Schwartz, Regina; Hagelgans, Andrea; Walzak, Phil; Seignious, Sandy; Fuleihan, Dean (OMB); Darlington, Mandy (OMB); Glen, Alicia; Bruch, Mary; Buery, Richard; Cutler, Dorothy; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan; Confer, Alexis; Bennett, Rob; Patchett, James

**Subject:** MBDB: SOTC Prep

**When:** Monday, January 25, 2016 3:00 PM-4:00 PM (UTC-05:00) Eastern Time (US & Canada).

**Where:** City Hall, The Blue Room - Call In [REDACTED] Code: [REDACTED]

**From:** [Salazar-Rodriguez, Prisca](#)  
**To:** ["Emily Walsh"](#)  
**Date:** Monday, January 25, 2016 4:19:45 PM

---

Hey!

He is going to your office at 730pm for calls....

Did Ross mention this?

Prisca

---

**From:** Emily Walsh [mailto:[Emily@berlinrosen.com](mailto:Emily@berlinrosen.com)]  
**Sent:** Thursday, January 21, 2016 9:52 PM  
**To:** Salazar-Rodriguez, Prisca  
**Subject:** RE: sorry - last minute

No problem, we can do the 11th Floor conference room if that's ok.

Emily Walsh  
BerlinRosen Public Affairs  
[emily@berlinrosen.com](mailto:emily@berlinrosen.com)  
646-200-5310

---

**From:** Salazar-Rodriguez, Prisca [PSalazar-Rodriguez@cityhall.nyc.gov]  
**Sent:** Thursday, January 21, 2016 9:49 PM  
**To:** Emily Walsh  
**Subject:** RE: sorry - last minute

Hi! Change in schedule – don't know if Ross or Delcacato reached out – but Mayor wants to do some calls from 10-12 at your place-  
I hope there is a room avail....

---

**From:** Emily Walsh [mailto:[Emily@berlinrosen.com](mailto:Emily@berlinrosen.com)]  
**Sent:** Wednesday, January 06, 2016 8:42 AM  
**To:** Salazar-Rodriguez, Prisca  
**Cc:** Jonathan Rosen  
**Subject:** RE: sorry - last minute

Just heard from Ross. We can use the large room on the 16th floor.

Emily Walsh  
BerlinRosen Public Affairs  
[emily@berlinrosen.com](mailto:emily@berlinrosen.com)  
646-200-5310

---

**From:** Salazar-Rodriguez, Prisca [PSalazar-Rodriguez@cityhall.nyc.gov]  
**Sent:** Wednesday, January 06, 2016 8:41 AM  
**To:** Emily Walsh  
**Cc:** Jonathan Rosen  
**Subject:** sorry - last minute

Morning,

We have had a last minute change in our schedule and MBDB would like to go to your office for



some call time from 11-1215

Please let me know what floor he should go to...

Thanks!

Prisca

**From:** [Emily Walsh](#)  
**To:** [Salazar-Rodriguez, Prisca](#)  
**Subject:** RE:  
**Date:** Monday, January 25, 2016 4:38:09 PM

---

Nope!

That's fine. Please come to the 16th Floor conference room.

Thanks,  
Emily

Emily Walsh  
BerlinRosen Public Affairs  
[emily@berlinrosen.com](mailto:emily@berlinrosen.com)  
646-200-5310

---

**From:** Salazar-Rodriguez, Prisca [[PSalazar-Rodriguez@cityhall.nyc.gov](mailto:PSalazar-Rodriguez@cityhall.nyc.gov)]  
**Sent:** Monday, January 25, 2016 4:19 PM  
**To:** Emily Walsh  
**Subject:**

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Did Ross mention this?  
Prisca

---

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**Sent:** Thursday, January 21, 2016 9:52 PM  
**To:** Salazar-Rodriguez, Prisca  
**Subject:** RE: sorry - last minute

No problem, we can do the 11th Floor conference room if that's ok.

Emily Walsh  
BerlinRosen Public Affairs  
[emily@berlinrosen.com](mailto:emily@berlinrosen.com)  
646-200-5310

---

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**Subject:** RE: sorry - last minute

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I hope there is a room avail....

---

**From:** Emily Walsh [<mailto:Emily@berlinrosen.com>]  
**Sent:** Wednesday, January 06, 2016 8:42 AM  
**To:** Salazar-Rodriguez, Prisca  
**Cc:** Jonathan Rosen  
**Subject:** RE: sorry - last minute

Just heard from Ross. We can use the large room on the 16th floor.

Emily Walsh  
BerlinRosen Public Affairs  
[emily@berlinrosen.com](mailto:emily@berlinrosen.com)  
646-200-5310

---

**From:** Salazar-Rodriguez, Prisca [PSalazar-Rodriguez@cityhall.nyc.gov]  
**Sent:** Wednesday, January 06, 2016 8:41 AM  
**To:** Emily Walsh  
**Cc:** Jonathan Rosen  
**Subject:** sorry - last minute

Morning,

We have had a last minute change in our schedule and MBDB would like to go to your office for some call time from 11-1215

Please let me know what floor he should go to...

Thanks!

Prisca

**From:** [Cathy Rought](#)  
**To:** [Sylvie Doppelt](#); [Caquias, Paula](#)  
**Cc:** [Eileen Tynion](#)  
**Subject:** RE: Maimonides Gala - Press for Event  
**Date:** Tuesday, January 26, 2016 11:24:39 AM  
**Attachments:** [Brier\\_gala\\_012516.docx](#)

---

Hey Paula!

Attached is the draft advisory. Would love to have this go very soon. Pretty basic. When will the mayor's public schedule go live?

I will be onsite to manage and wrangle press for the event. As you know galas are tough, so not sure what kind of turn out we will get. But if the Mayor prefers not to interact with anyone regardless, we can accommodate that. Just let us know his preferences and feel free to connect me with anyone on your comms team.

Thanks for everything and look forward to hearing from you soon.

---

**From:** Sylvie Doppelt [mailto:SDoppelt@maimonidesmed.org]  
**Sent:** Tuesday, January 26, 2016 10:56 AM  
**To:** Caquias, Paula <PCaquias@cityhall.nyc.gov>  
**Cc:** Eileen Tynion <ETynion@maimonidesmed.org>; Cathy Rought <cathy@berlinrosen.com>  
**Subject:** Maimonides Gala - Press for Event

Hi Paula,

It was a pleasure speaking with you yesterday, and thanks so much again for your assistance with coordinating the Mayor's attendance to the Maimonides Gala. We're thrilled he will be attending.

I wanted to follow up regarding your questions on press. We, with support and partnership from BerlinRosen, will be managing press for the event, and we're planning on circulating a media advisory (which we will forward to you shortly).

If you could let us know what the Mayor's preferences are in terms of interacting with press or not, that would be great. I've cc'd my colleague Cathy Rought at BerlinRosen, who will be happy to address any concerns with you.

Thanks so much again, and please feel free to contact me with any questions,  
Sylvie

**Sylvie Doppelt**

Manager, Strategic Initiatives

Department of External Affairs | Maimonides Medical Center | Brooklyn, NY 11219

T: 718-283-7041 | M: 224-587-0932

[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)

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**FOR PLANNING PURPOSES**

**Event Date: Wednesday, January 27, 7:00pm**

Cathy Rought, [cathy@berlinrosen.com](mailto:cathy@berlinrosen.com), 202-263-9097

**\*\* MEDIA ADVISORY \*\***

**MAYOR BILL DEBLASIO AND FIRST LADY CHIRLANE MCCRAY TO HONOR  
FORMER CEO PAM BRIER AT MAIMONIDES ANNUAL GALA**

*Mayor and First Lady join Members of Congress, business and healthcare industry leaders to recognize Brier's four decades of healthcare leadership in New York City*

**NEW YORK CITY** – Mayor de Blasio, First Lady McCray, congressional leaders, prominent members of the business community, leaders from across the healthcare industry, and local elected officials will honor recently retired Maimonides Medical Center President and CEO Pam Brier at the Waldorf Astoria on Wednesday evening at 6 PM. Pam's career in public service and hospital administration has spanned four decades, five mayors and dozens of hard-won victories amassed from addressing significant public health challenges in New York City.

Pam launched her career in hospital leadership at the NYC Health and Hospitals Corporation in the 1980s, eventually becoming President of Jacobi Medical Center in the Bronx and President of Bellevue Medical Center in Manhattan. In 1995, she took her talent for improving care delivery to Maimonides Medical Center in Brooklyn, the borough's largest hospital and biggest employer. She moved quickly to put the organization on firm financial footing as Maimonides grew from a \$500 million community hospital to the billion-dollar hub for advanced care that it is today. A full biography is available upon request.

**WHAT:** Maimonides Gala to Honor Pam Brier

**WHO:** Mayor Bill de Blasio  
First Lady Chirlane McCray  
Congressman Jerrold Nadler  
Congresswoman Nydia Velázquez  
Maimonides Board Chair Eugene Keilin  
Maimonides President & CEO Kenneth Gibbs  
Prominent members of the business and healthcare industries

**WHERE:** Waldorf Astoria hotel, 301 Park Avenue between 49<sup>th</sup> and 50<sup>th</sup> Streets, NYC

**WHEN:** Wednesday, January 27, cocktail hour at 6pm, speaking program at 7pm

**\*\* Press interested in attending should RSVP to [cathy@berlinrosen.com](mailto:cathy@berlinrosen.com), along with any interview requests \*\***

**ABOUT MAIMONIDES MEDICAL CENTER**

Maimonides Medical Center, an affiliate of Northwell Health, is Brooklyn's pre-eminent healthcare provider and among the largest independent teaching hospitals in the nation. Widely recognized for its major achievements in advancing medical and information technology, Maimonides has 711 beds and over 70 subspecialty programs. For additional information on the nationally recognized clinical services at Maimonides Medical Center, please visit [www.maimonidesmed.org](http://www.maimonidesmed.org).

**From:** [Cathy Rought](#)  
**To:** [Schustek, Andrew](#); [Sylvie Doppelt](#)  
**Cc:** [Eileen Tynion](#); [White, Erin](#)  
**Subject:** RE: Maimonides Gala - Press for the Event  
**Date:** Tuesday, January 26, 2016 11:29:44 AM  
**Attachments:** [Brier\\_gala\\_012516.docx](#)

---

Hello! Attached is an advisory we were hoping to send today. We've also shared with the Mayor's team as well on a separate thread.

I will be onsite to manage and wrangle press for the event. As you know galas are tough, so not sure what kind of turn out we will get. But if the First Lady prefers not to interact with anyone regardless, we can accommodate that. Just let us know her preferences.

Thanks for everything and look forward to hearing from you soon.

---

**From:** Schustek, Andrew [mailto:aschustek@cityhall.nyc.gov]  
**Sent:** Tuesday, January 26, 2016 11:23 AM  
**To:** Sylvie Doppelt <SDoppelt@maimonidesmed.org>  
**Cc:** Cathy Rought <cathy@berlinrosen.com>; Eileen Tynion <ETynion@maimonidesmed.org>; White, Erin <EWhite@cityhall.nyc.gov>  
**Subject:** Re: Maimonides Gala - Press for the Event

Adding Erin here for all things press!

Mobile, please excuse typos and brevity

---

**From:** Sylvie Doppelt  
**Sent:** Tuesday, January 26, 2016 11:22 AM  
**To:** Schustek, Andrew  
**Cc:** [Cathy.Rought@berlinrosen.com](mailto:Cathy.Rought@berlinrosen.com); Eileen Tynion  
**Subject:** Maimonides Gala - Press for the Event

Hi Andrew,

It was a pleasure speaking with you yesterday, and thanks so much again for your assistance with coordinating the First Lady's attendance to the Maimonides Gala. We're thrilled she will be attending and presenting Pam with her award.

I wanted to follow up regarding your questions on press. We, with support and partnership from BerlinRosen, will be managing press for the event, and we're planning on circulating a media advisory (which we will forward to you shortly).

If you could let us know what the First Lady's preferences are in terms of interacting with press or not, that would be great. I've cc'd my colleague Cathy Rought at BerlinRosen, who will be happy to address any concerns with you.

Thanks so much again, and please feel free to contact me with any questions,  
Sylvie

**Sylvie Doppelt**

Manager, Strategic Initiatives

Department of External Affairs | Maimonides Medical Center | Brooklyn, NY 11219

T: 718-283-7041 | M: 224-587-0932

[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)

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**FOR PLANNING PURPOSES**

**Event Date: Wednesday, January 27, 7:00pm**

Cathy Rought, [cathy@berlinrosen.com](mailto:cathy@berlinrosen.com), 202-263-9097

**\*\* MEDIA ADVISORY \*\***

**MAYOR BILL DEBLASIO AND FIRST LADY CHIRLANE MCCRAY TO HONOR  
FORMER CEO PAM BRIER AT MAIMONIDES ANNUAL GALA**

*Mayor and First Lady join Members of Congress, business and healthcare industry leaders to recognize Brier's four decades of healthcare leadership in New York City*

**NEW YORK CITY** – Mayor de Blasio, First Lady McCray, congressional leaders, prominent members of the business community, leaders from across the healthcare industry, and local elected officials will honor recently retired Maimonides Medical Center President and CEO Pam Brier at the Waldorf Astoria on Wednesday evening at 6 PM. Pam's career in public service and hospital administration has spanned four decades, five mayors and dozens of hard-won victories amassed from addressing significant public health challenges in New York City.

Pam launched her career in hospital leadership at the NYC Health and Hospitals Corporation in the 1980s, eventually becoming President of Jacobi Medical Center in the Bronx and President of Bellevue Medical Center in Manhattan. In 1995, she took her talent for improving care delivery to Maimonides Medical Center in Brooklyn, the borough's largest hospital and biggest employer. She moved quickly to put the organization on firm financial footing as Maimonides grew from a \$500 million community hospital to the billion-dollar hub for advanced care that it is today. A full biography is available upon request.

**WHAT:** Maimonides Gala to Honor Pam Brier

**WHO:** Mayor Bill de Blasio  
First Lady Chirlane McCray  
Congressman Jerrold Nadler  
Congresswoman Nydia Velázquez  
Maimonides Board Chair Eugene Keilin  
Maimonides President & CEO Kenneth Gibbs  
Prominent members of the business and healthcare industries

**WHERE:** Waldorf Astoria hotel, 301 Park Avenue between 49<sup>th</sup> and 50<sup>th</sup> Streets, NYC

**WHEN:** Wednesday, January 27, cocktail hour at 6pm, speaking program at 7pm

**\*\* Press interested in attending should RSVP to [cathy@berlinrosen.com](mailto:cathy@berlinrosen.com), along with any interview requests \*\***

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Maimonides Medical Center, an affiliate of Northwell Health, is Brooklyn's pre-eminent healthcare provider and among the largest independent teaching hospitals in the nation. Widely recognized for its major achievements in advancing medical and information technology, Maimonides has 711 beds and over 70 subspecialty programs. For additional information on the nationally recognized clinical services at Maimonides Medical Center, please visit [www.maimonidesmed.org](http://www.maimonidesmed.org).

**From:** [Louis Espiritusanto, Jose](#)  
**To:** [Schustek, Andrew](#); [Cathy Rought](#); [Sylvie Doppelt](#); [Caquias, Paula](#)  
**Cc:** [Parikh, Ishanee](#); [White, Erin](#); [Jodi Cross](#)  
**Subject:** RE: Bio for first lady  
**Date:** Tuesday, January 26, 2016 1:44:24 PM  
**Attachments:** [FLONYC Bio.pdf](#)

---

**From:** Schustek, Andrew  
**Sent:** Tuesday, January 26, 2016 1:42 PM  
**To:** Cathy Rought; Sylvie Doppelt; Caquias, Paula  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross; Louis Espiritusanto, Jose  
**Subject:** RE: Bio for first lady

Jose, cc'd here can provide.

---

**From:** Cathy Rought [<mailto:cathy@berlinrosen.com>]  
**Sent:** Tuesday, January 26, 2016 1:41 PM  
**To:** Schustek, Andrew; Sylvie Doppelt; Caquias, Paula  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross  
**Subject:** Bio for first lady

I have the Mayor's official bio from the website but wondered where I might be able to locate one for the First Lady? Thanks in advance.

---

**From:** Schustek, Andrew [<mailto:aschustek@cityhall.nyc.gov>]  
**Sent:** Tuesday, January 26, 2016 1:39 PM  
**To:** Sylvie Doppelt <[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)>; Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>; Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>  
**Cc:** Parikh, Ishanee <[iparikh@cityhall.nyc.gov](mailto:iparikh@cityhall.nyc.gov)>; White, Erin <[EWhite@cityhall.nyc.gov](mailto:EWhite@cityhall.nyc.gov)>; Jodi Cross <[JCross@maimonidesmed.org](mailto:JCross@maimonidesmed.org)>  
**Subject:** RE: Maimonides Gala - Press for Event

Hi Sylvie,

This is not the same run of show we discussed yesterday on the phone. As discussed and finalized yesterday, we had all agreed that upon arrival at 7:30, the following would take place:

- Mayor and FLONYC arrive
- FLONYC and the Mayor are introduced by Eugene
- The Mayor delivers remarks and introduces FLONYC
- FLONYC delivers remarks
- FLONYC and The Mayor physically present Pamela with the award
- Ken Gibbs introduces Congresswoman Velazquez
- Congresswoman Velazquez briefly delivers remarks and presents Congressional Record to Pamela
- FLONYC and Mayor stay on stage while Pamela delivers remarks

- FLONYC and Mayor depart

Please advise.

---

**From:** Sylvie Doppelt [<mailto:SDoppelt@maimonidesmed.org>]  
**Sent:** Tuesday, January 26, 2016 1:37 PM  
**To:** Caquias, Paula; 'cathy@berlinrosen.com'  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross; Schustek, Andrew  
**Subject:** RE: Maimonides Gala - Press for Event

Absolutely, below is the draft program and VIP list

-

### **Program for Gala**

#### **6:00 – Cocktail Hour**

#### **7:05 – Program Begins in Main Ballroom**

- Ken Gibbs gives welcome remarks
- Video Tribute to Pam
- Dinner, Music and Dancing

#### **~7:30/7:45 – Mayor and First Lady Arrive**

- Gene Keilin to introduce Mayor and First Lady
- Mayor and First Lady speak and make presentation to Pam
- Dinner, Music and Dancing resume

#### **~8:10 – Program Re-Commences**

- Dr. Steve Safyer says a few words and introduces special guest presentation from Congresswoman Nydia Velazquez
- Congresswoman Velazquez speaks and presents Congressional record to Pam

#### **8:20 – Honoree Remarks**

- Pam Brier

#### **8:30 – Closing Remarks**

- Ken Gibbs

#### **9:00 – Conclusion**

#### **VIP List**

- Pam Brier and Peter Aschkenasy – honoree and her husband
- Ken Gibbs – President & CEO, Maimonides Medical Center
- Eugene Keilin – Chair of the Board, Maimonides Medical Center, Co-Founder, KPS Capital Partners, LP

- Erminia Rivera – Vice Chair, Maimonides Board of Trustees
- Jill Furillo – Executive Director, NYS Nurses Association
- Brett Yormark – CEO, Brooklyn Nets & Barclays Center
- Alex Rovt – President, IBE Trade Corp., Trustee, Maimonides Medical Center,
- Steve Safyer – President & CEO, Montefiore Medical Center
- Michael Dowling – President & CEO, Northwell Health System
- Ken Raske – President & CEO, Greater New York Hospital Association
- Ram Raju – President & CEO, New York City Health + Hospitals
- Mark Mundy - CEO, New York Methodist Hospital
- Linda Brady - CEO, Kingsbrook Medical Center
- LaRay Brown - Incoming CEO, Interfaith Hospital
- Mark Toney - Interim CEO, Brookdale Hospital
- Jennifer Raab – President, Hunter College
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- Rep. Nydia Velazquez
- Rep. Jerrold Nadler
- NYS Senator Martin Golden
- Assemblyman Steven Cymbrowitz
- Assemblyman Dov Hikind
- Councilman David Greenfield
- Councilman Brad Lander
- Councilman Mathieu Eugene

Please let me know if you need anything further.

Sylvie

---

**From:** Caquias, Paula [<mailto:PCaquias@cityhall.nyc.gov>]

**Sent:** Tuesday, January 26, 2016 12:27 PM

**To:** Sylvie Doppelt; 'cathy@berlinrosen.com'

**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross; Schustek, Andrew

**Subject:** Maimonides Gala - Press for Event

Our press team is reviewing the draft. Ishanee from our press team will be in contact with you with any question. The Mayor's public schedule goes out every day in evening.

I have also cc'd Erin, who is the first lady press person for awareness.

Sylvie, can you please send me the VIP list and program?

Best,

Paula

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**From:** Caquias, Paula  
**Sent:** Tuesday, January 26, 2016 11:26 AM  
**To:** Banks, Angela; White, Erin; Schustek, Andrew  
**Cc:** Salazar-Rodriguez, Prisca  
**Subject:** FW: Maimonides Gala - Press for Event

Please see draft press advisory from Maimonides

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**From:** Cathy Rought [<mailto:cathy@berlinrosen.com>]  
**Sent:** Tuesday, January 26, 2016 11:25 AM  
**To:** Sylvie Doppelt; Caquias, Paula  
**Cc:** Eileen Tynion  
**Subject:** RE: Maimonides Gala - Press for Event

Hey Paula!

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I will be onsite to manage and wrangle press for the event. As you know galas are tough, so not sure what kind of turn out we will get. But if the Mayor prefers not to interact with anyone regardless, we can accommodate that. Just let us know his preferences and feel free to connect me with anyone on your comms team.

Thanks for everything and look forward to hearing from you soon.

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**Sent:** Tuesday, January 26, 2016 10:56 AM  
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**Cc:** Eileen Tynion <[ETynion@maimonidesmed.org](mailto:ETynion@maimonidesmed.org)>; Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>  
**Subject:** Maimonides Gala - Press for Event

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I wanted to follow up regarding your questions on press. We, with support and partnership from BerlinRosen, will be managing press for the event, and we're planning on circulating a media advisory (which we will forward to you shortly).

If you could let us know what the Mayor's preferences are in terms of interacting with press or not, that would be great. I've cc'd my colleague Cathy Rought at BerlinRosen, who will be happy to address any concerns with you.

Thanks so much again, and please feel free to contact me with any questions,

Sylvie

**Sylvie Doppelt**

Manager, Strategic Initiatives

Department of External Affairs | Maimonides Medical Center | Brooklyn, NY 11219

T: 718-283-7041 | M: 224-587-0932

[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)

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Chirlane McCray is First Lady of New York City. A writer and advocate all her life, this past year, she played a central role in the Administration's successful efforts to establish universal pre-kindergarten and after school programs for all middle school students.

As First Lady, she is a fierce advocate for high quality and accessible mental health services. She knows for far too long, New Yorkers experiencing mental health challenges have been left without the support and services they deserve. This year, she has committed herself to the creation of a mental health roadmap, which will set a citywide agenda to address the gaps and disparities in mental healthcare. In addition to mental health, she has lent her voice and position to furthering the administration's efforts to expand early childhood development and support the survivors of domestic violence.

In addition, Ms. McCray is proud to serve as Chair of the Mayor's Fund to Advance New York City. The goal of the Fund is make sure *all* New Yorkers have access to the programs and resources they need to achieve their full potential. The Fund's work is focused on health, education, community empowerment and social justice. As Chair, Ms. McCray brings leaders in the private and public sectors together to support Mayor Bill de Blasio's progressive agenda.

Ms. McCray graduated from Wellesley College and completed the prestigious Radcliffe Publishing Course. After graduation, Ms. McCray moved to New York City in 1977, armed with one job lead, a place to stay, and about \$35 dollars when she landed a job at *Redbook*. She got her start in public services as staff to the NYC Commission for Human Rights. Her work with the Commission transitioned to a position writing speeches for Mayor David Dinkins. It was while working for Mayor Dinkins that she met Bill de Blasio, whom she married in 1994. Mayor de Blasio and Ms. McCray have two wonderful children, Chiara and Dante. You can learn more about her work at [FLO.NYC](https://www.flo.nyc), where she shares her stories, poems, photos and videos. She invites New Yorkers to help her make the greatest city in the world even greater.

**From:** [White, Erin](#)  
**To:** [Schustek, Andrew](#); [Sylvie Doppelt](#)  
**Cc:** [Caquias, Paula](#); [cathy@berlinrosen.com](mailto:cathy@berlinrosen.com); [Parikh, Ishanee](#); [Jodi Cross](#)  
**Subject:** Re: Maimonides Gala - Press for Event  
**Date:** Tuesday, January 26, 2016 4:20:43 PM

---

Agreed. Was there a misunderstanding yesterday when everyone seemed to agree on the ROS that Andrew sent around?

As we've said, we're concerned about having three separate sections of program. Can we put together the last two legs to follow ROS as Andrew outlines?

Erin White  
Communications Advisor, Office of the Mayor  
347-789-0501

---

**From:** Schustek, Andrew  
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**To:** Sylvie Doppelt; White, Erin  
**Cc:** Caquias, Paula; [cathy@berlinrosen.com](mailto:cathy@berlinrosen.com); Parikh, Ishanee; Jodi Cross  
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Hi Erin,

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I hope this provides some clarity, and please let me know if you have any additional questions or concerns. My cell number is [REDACTED] for communication tomorrow.

Sylvie

Sent from my iPad

On Jan 26, 2016, at 4:01 PM, White, Erin <[EWhite@cityhall.nyc.gov](mailto:EWhite@cityhall.nyc.gov)> wrote:

I am ok with advisory.



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**To:** Sylvie Doppelt; Caquias, Paula; '[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)'  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross  
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- FLONYC and Mayor stay on stage while Pamela delivers remarks
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Please advise.

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**From:** Sylvie Doppelt [<mailto:SDoppelt@maimonidesmed.org>]

**Sent:** Tuesday, January 26, 2016 1:37 PM

**To:** Caquias, Paula; '[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)'

**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross; Schustek, Andrew

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Absolutely, below is the draft program and VIP list

### **Program for Gala**

#### **6:00 – Cocktail Hour**

#### **7:05 – Program Begins in Main Ballroom**

- Ken Gibbs gives welcome remarks
- Video Tribute to Pam
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- Gene Keilin to introduce Mayor and First Lady
- Mayor and First Lady speak and make presentation to Pam
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#### **~8:10 – Program Re-Commences**

- Dr. Steve Safyer says a few words and introduces special guest presentation from Congresswoman Nydia Velazquez
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#### **8:20 – Honoree Remarks**

- Pam Brier

#### **8:30 – Closing Remarks**

- Ken Gibbs

#### **9:00 – Conclusion**

## VIP List

- Pam Brier and Peter Aschkenasy – honoree and her husband
- Ken Gibbs – President & CEO, Maimonides Medical Center
- Eugene Keilin – Chair of the Board, Maimonides Medical Center, Co-Founder, KPS Capital Partners, LP
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- Mark Mundy - CEO, New York Methodist Hospital
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Please let me know if you need anything further.

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I have also cc'd Erin, who is the first lady press person for awareness.

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Best,

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Please see draft press advisory from Maimonides

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**From:** Cathy Rought [<mailto:cathy@berlinrosen.com>]  
**Sent:** Tuesday, January 26, 2016 11:25 AM  
**To:** Sylvie Doppelt; Caquias, Paula  
**Cc:** Eileen Tynion  
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Thanks for everything and look forward to hearing from you soon.

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I wanted to follow up regarding your questions on press. We, with support and partnership from BerlinRosen, will be managing press for the event, and we're planning on circulating a media advisory (which we will forward to you shortly).

If you could let us know what the Mayor's preferences are in terms of interacting with press or not, that would be great. I've cc'd my colleague Cathy Rought at BerlinRosen, who will be happy to address any concerns with you.

Thanks so much again, and please feel free to contact me with any questions,  
Sylvie

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**To:** [Cathy Rought](#); [Sylvie Doppelt](#); [White, Erin](#)  
**Cc:** [Caquias, Paula](#); [Parikh, Ishanee](#); [Jodi Cross](#)  
**Subject:** Re: Maimonides Gala - Press for Event  
**Date:** Tuesday, January 26, 2016 4:21:40 PM

---

Thanks. I'm hoping we can go with the run of show that we already agreed to yesterday. Please keep us in the loop.

Mobile, please excuse typos and brevity

---

**From:** Cathy Rought  
**Sent:** Tuesday, January 26, 2016 4:20 PM  
**To:** Schustek, Andrew; Sylvie Doppelt; White, Erin  
**Cc:** Caquias, Paula; Parikh, Ishanee; Jodi Cross  
**Subject:** RE: Maimonides Gala - Press for Event

---

Our team is meeting at 5pm to talk through logistics. We will let you know what comes out of that in terms of the run of show. We will do whatever we can to be accommodating, as we very much appreciate both the Mayor and First Lady's attendance.

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**From:** Schustek, Andrew [mailto:aschustek@cityhall.nyc.gov]  
**Sent:** Tuesday, January 26, 2016 4:18 PM  
**To:** Sylvie Doppelt <SDoppelt@maimonidesmed.org>; White, Erin <EWhite@cityhall.nyc.gov>  
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**From:** [Cathy Rought](#)  
**To:** [Schustek, Andrew](#)  
**Subject:** RE: Maimonides Gala - Press for Event  
**Date:** Tuesday, January 26, 2016 6:08:15 PM

---

Off the record, there were 250+ people that RSVPd over the past 24 hours. Some of the shifting was around allowing enough time to move 1000+ between rooms. But it sounds like we are getting in a good place. Will be in touch soon – call still going on.

---

**From:** Schustek, Andrew [mailto:aschustek@cityhall.nyc.gov]  
**Sent:** Tuesday, January 26, 2016 6:06 PM  
**To:** Cathy Rought <cathy@berlinrosen.com>; Parikh, Ishanee <iparikh@cityhall.nyc.gov>  
**Cc:** White, Erin <EWhite@cityhall.nyc.gov>; Sylvie Doppelt <SDoppelt@maimonidesmed.org>; Caquias, Paula <PCaquias@cityhall.nyc.gov>; Jodi Cross <JCross@maimonidesmed.org>; Danielle Filson <Danielle.Filson@berlinrosen.com>  
**Subject:** RE: Maimonides Gala - Press for Event

Thank you. we're looking forward to hearing back.

---

**From:** Cathy Rought [mailto:cathy@berlinrosen.com]  
**Sent:** Tuesday, January 26, 2016 6:05 PM  
**To:** Schustek, Andrew; Parikh, Ishanee  
**Cc:** White, Erin; Sylvie Doppelt; Caquias, Paula; Jodi Cross; Danielle Filson  
**Subject:** RE: Maimonides Gala - Press for Event

Thanks for resending. Totally understand on time and flow. We will be back in touch soon.

---

**From:** Schustek, Andrew [mailto:aschustek@cityhall.nyc.gov]  
**Sent:** Tuesday, January 26, 2016 6:02 PM  
**To:** Cathy Rought <cathy@berlinrosen.com>; Parikh, Ishanee <iparikh@cityhall.nyc.gov>  
**Cc:** White, Erin <EWhite@cityhall.nyc.gov>; Sylvie Doppelt <SDoppelt@maimonidesmed.org>; Caquias, Paula <PCaquias@cityhall.nyc.gov>; Jodi Cross <JCross@maimonidesmed.org>; Danielle Filson <Danielle.Filson@berlinrosen.com>  
**Subject:** RE: Maimonides Gala - Press for Event

7:30 – 8:00 PM:

- Mayor and FLONYC arrive
- FLONYC and the Mayor are introduced by Eugene
- The Mayor delivers remarks and introduces FLONYC
- FLONYC delivers remarks
- FLONYC and The Mayor physically present Pamela with the award
- Ken Gibbs introduces Congresswoman Velazquez
- Congresswoman Velazquez briefly delivers remarks and presents Congressional Record to Pamela
- FLONYC and Mayor stay on stage while Pamela delivers remarks

- FLONYC and Mayor depart

Again, this is what we agreed to yesterday.

Thanks!

---

**From:** Cathy Rought [<mailto:cathy@berlinrosen.com>]  
**Sent:** Tuesday, January 26, 2016 6:00 PM  
**To:** Schustek, Andrew; Parikh, Ishanee  
**Cc:** White, Erin; Sylvie Doppelt; Caquias, Paula; Jodi Cross; Danielle Filson  
**Subject:** RE: Maimonides Gala - Press for Event  
**Importance:** High

We are on a call right now discussing it – we are trying to rework it in a way that streamlines the event, gives the Mayor and First Lady a chance to speak to the 1000+ people that will be in attendance, and also addresses all of the event/speaker needs. Obviously your team is a priority and we will make sure they both have the attention of the masses to honor Pam!

I haven't been involved with the actual program until today, and we are reworking it in real time. My understanding is that both the Mayor and the First Lady are arriving at 730, is that still correct? And the Mayor will be departing at 8pm? Will the First Lady be staying later? We will have a draft around shortly, and we can either jump on a call with you after this one or first thing to talk through if easier than email. Let us know.

---

**From:** Schustek, Andrew [<mailto:aschustek@cityhall.nyc.gov>]  
**Sent:** Tuesday, January 26, 2016 5:50 PM  
**To:** Parikh, Ishanee <[iparikh@cityhall.nyc.gov](mailto:iparikh@cityhall.nyc.gov)>; Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>  
**Cc:** White, Erin <[EWhite@cityhall.nyc.gov](mailto:EWhite@cityhall.nyc.gov)>; Sylvie Doppelt <[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)>; Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>; Jodi Cross <[JCross@maimonidesmed.org](mailto:JCross@maimonidesmed.org)>; Danielle Filson <[Danielle.Filson@berlinrosen.com](mailto:Danielle.Filson@berlinrosen.com)>  
**Subject:** RE: Maimonides Gala - Press for Event

Sylvie, where are we with the run of show?

---

**From:** Parikh, Ishanee  
**Sent:** Tuesday, January 26, 2016 5:50 PM  
**To:** Cathy Rought  
**Cc:** White, Erin; Sylvie Doppelt; Schustek, Andrew; Caquias, Paula; Jodi Cross; Danielle Filson  
**Subject:** Re: Maimonides Gala - Press for Event

Okay thanks - our public schedule just went out

Sent from my iPhone

On Jan 26, 2016, at 5:16 PM, Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)> wrote:

RSVPs should come to me. I will provide updates throughout the day tomorrow on

what is confirmed.

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**To:** Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>; Sylvie Doppelt <[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)>; Schustek, Andrew <[aschustek@cityhall.nyc.gov](mailto:aschustek@cityhall.nyc.gov)>; Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>  
**Cc:** Parikh, Ishanee <[iparikh@cityhall.nyc.gov](mailto:iparikh@cityhall.nyc.gov)>; Jodi Cross <[JCross@maimonidesmed.org](mailto:JCross@maimonidesmed.org)>  
**Subject:** Re: Maimonides Gala - Press for Event

Do press need to RSVP and if so to whom?

Erin White  
Communications Advisor, Office of the Mayor  
347-789-0501

---

**From:** Cathy Rought  
**Sent:** Tuesday, January 26, 2016 4:18 PM  
**To:** White, Erin; Sylvie Doppelt; Schustek, Andrew; Caquias, Paula  
**Cc:** Parikh, Ishanee; Jodi Cross  
**Subject:** RE: Maimonides Gala - Press for Event

Great, OK to circulate now?

---

**From:** White, Erin [<mailto:EWhite@cityhall.nyc.gov>]  
**Sent:** Tuesday, January 26, 2016 4:02 PM  
**To:** Sylvie Doppelt <[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)>; Schustek, Andrew <[aschustek@cityhall.nyc.gov](mailto:aschustek@cityhall.nyc.gov)>; Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>; Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>  
**Cc:** Parikh, Ishanee <[iparikh@cityhall.nyc.gov](mailto:iparikh@cityhall.nyc.gov)>; Jodi Cross <[JCross@maimonidesmed.org](mailto:JCross@maimonidesmed.org)>  
**Subject:** Re: Maimonides Gala - Press for Event

I am ok with advisory.

I agree with Andrew that this ROS is strange. Getting people back to their seats in between the dancing will be impossible. The Mayor and First Lady will be speaking to empty tables. We need to tighten up so that doesn't happen.

Erin White  
Communications Advisor, Office of the Mayor  
347-789-0501

---

**From:** Sylvie Doppelt  
**Sent:** Tuesday, January 26, 2016 1:53 PM  
**To:** Schustek, Andrew; Caquias, Paula; '[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)'

**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross  
**Subject:** RE: Maimonides Gala - Press for Event

Hi Andrew,

We are thrilled that the Mayor and First Lady will be attending and, after our call with you yesterday noting the anticipated earlier arrival time, we tweaked the run of show to accommodate the Mayor and First Lady's schedules and sequence the program with a short break in between so it is not too many speakers back-to-back for the audience while they are having dinner.

Assuming a 7:30 PM arrival for them both, we would re-open the program once they arrive and are ready to introduce them and have them on stage with Pam. We think it's optimal to then take a short break before Dr. Safyer comes on to introduce Congresswoman Velaquez because that would be about 6-7 speakers back to back. We are happy to discuss this further with you and your team if you have any concerns or further questions.

Thanks,  
Sylvie

---

**From:** Schustek, Andrew [<mailto:aschustek@cityhall.nyc.gov>]  
**Sent:** Tuesday, January 26, 2016 1:39 PM  
**To:** Sylvie Doppelt; Caquias, Paula; '[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)'  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross  
**Subject:** RE: Maimonides Gala - Press for Event

Hi Sylvie,

This is not the same run of show we discussed yesterday on the phone. As discussed and finalized yesterday, we had all agreed that upon arrival at 7:30, the following would take place:

- Mayor and FLONYC arrive
- FLONYC and the Mayor are introduced by Eugene
- The Mayor delivers remarks and introduces FLONYC
- FLONYC delivers remarks
- FLONYC and The Mayor physically present Pamela with the award
- Ken Gibbs introduces Congresswoman Velazquez
- Congresswoman Velazquez briefly delivers remarks and presents Congressional Record to Pamela
- FLONYC and Mayor stay on stage while Pamela delivers remarks
- FLONYC and Mayor depart

Please advise.

---

**From:** Sylvie Doppelt [<mailto:SDoppelt@maimonidesmed.org>]  
**Sent:** Tuesday, January 26, 2016 1:37 PM  
**To:** Caquias, Paula; '[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)'  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross; Schustek, Andrew  
**Subject:** RE: Maimonides Gala - Press for Event

Absolutely, below is the draft program and VIP list

### **Program for Gala**

#### **6:00 – Cocktail Hour**

#### **7:05 – Program Begins in Main Ballroom**

- Ken Gibbs gives welcome remarks
- Video Tribute to Pam
- Dinner, Music and Dancing

#### **~7:30/7:45 – Mayor and First Lady Arrive**

- Gene Keilin to introduce Mayor and First Lady
- Mayor and First Lady speak and make presentation to Pam
- Dinner, Music and Dancing resume

#### **~8:10 – Program Re-Commences**

- Dr. Steve Safyer says a few words and introduces special guest presentation from Congresswoman Nydia Velazquez
- Congresswoman Velazquez speaks and presents Congressional record to Pam

#### **8:20 – Honoree Remarks**

- Pam Brier

#### **8:30 – Closing Remarks**

- Ken Gibbs

#### **9:00 – Conclusion**

#### **VIP List**

- Pam Brier and Peter Aschkenasy – honoree and her husband
- Ken Gibbs – President & CEO, Maimonides Medical Center
- Eugene Keilin – Chair of the Board, Maimonides Medical Center, Co-Founder, KPS Capital Partners, LP
- Erminia Rivera – Vice Chair, Maimonides Board of Trustees
- Jill Furillo – Executive Director, NYS Nurses Association
- Brett Yormark – CEO, Brooklyn Nets & Barclays Center
- Alex Rovt – President, IBE Trade Corp., Trustee, Maimonides Medical Center,



- Steve Safyer – President & CEO, Montefiore Medical Center
- Michael Dowling – President & CEO, Northwell Health System
- Ken Raske – President & CEO, Greater New York Hospital Association
- Ram Raju – President & CEO, New York City Health + Hospitals
- Mark Mundy - CEO, New York Methodist Hospital
- Linda Brady - CEO, Kingsbrook Medical Center
- LaRay Brown - Incoming CEO, Interfaith Hospital
- Mark Toney - Interim CEO, Brookdale Hospital
- Jennifer Raab – President, Hunter College
- Lilliam Paoli – Senior Advisory to Jennifer Raab

Elected Officials who will attend (some might only stay for cocktail hour)

- Rep. Nydia Velazquez
- Rep. Jerrold Nadler
- NYS Senator Martin Golden
- Assemblyman Steven Cymbrowitz
- Assemblyman Dov Hikind
- Councilman David Greenfield
- Councilman Brad Lander
- Councilman Mathieu Eugene

Please let me know if you need anything further.

Sylvie

---

**From:** Caquias, Paula [<mailto:PCaquias@cityhall.nyc.gov>]  
**Sent:** Tuesday, January 26, 2016 12:27 PM  
**To:** Sylvie Doppelt; '[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)'  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross; Schustek, Andrew  
**Subject:** Maimonides Gala - Press for Event

Our press team is reviewing the draft. Ishanee from our press team will be in contact with you with any question. The Mayor's public schedule goes out every day in evening.

I have also cc'd Erin, who is the first lady press person for awareness.

Sylvie, can you please send me the VIP list and program?

Best,

Paula

---

**From:** Caquias, Paula  
**Sent:** Tuesday, January 26, 2016 11:26 AM  
**To:** Banks, Angela; White, Erin; Schustek, Andrew  
**Cc:** Salazar-Rodriguez, Prisca

**Subject:** FW: Maimonides Gala - Press for Event

Please see draft press advisory from Maimonides

---

**From:** Cathy Rought [<mailto:cathy@berlinrosen.com>]

**Sent:** Tuesday, January 26, 2016 11:25 AM

**To:** Sylvie Doppelt; Caquias, Paula

**Cc:** Eileen Tynion

**Subject:** RE: Maimonides Gala - Press for Event

Hey Paula!

Attached is the draft advisory. Would love to have this go very soon. Pretty basic. When will the mayor's public schedule go live?

I will be onsite to manage and wrangle press for the event. As you know galas are tough, so not sure what kind of turn out we will get. But if the Mayor prefers not to interact with anyone regardless, we can accommodate that. Just let us know his preferences and feel free to connect me with anyone on your comms team.

Thanks for everything and look forward to hearing from you soon.

---

**From:** Sylvie Doppelt [<mailto:SDoppelt@maimonidesmed.org>]

**Sent:** Tuesday, January 26, 2016 10:56 AM

**To:** Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>

**Cc:** Eileen Tynion <[ETynion@maimonidesmed.org](mailto:ETynion@maimonidesmed.org)>; Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>

**Subject:** Maimonides Gala - Press for Event

Hi Paula,

It was a pleasure speaking with you yesterday, and thanks so much again for your assistance with coordinating the Mayor's attendance to the Maimonides Gala. We're thrilled he will be attending.

I wanted to follow up regarding your questions on press. We, with support and partnership from BerlinRosen, will be managing press for the event, and we're planning on circulating a media advisory (which we will forward to you shortly).

If you could let us know what the Mayor's preferences are in terms of interacting with press or not, that would be great. I've cc'd my colleague Cathy Rought at BerlinRosen, who will be happy to address any concerns with you.

Thanks so much again, and please feel free to contact me with any questions,  
Sylvie

**Sylvie Doppelt**

Manager, Strategic Initiatives

Department of External Affairs | Maimonides Medical Center | Brooklyn, NY 11219

T: 718-283-7041 | M: 224-587-0932

[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)

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**From:** [Sylvie Doppelt](#)  
**To:** [Schustek, Andrew](#); [Cathy Rought](#); [White, Erin](#)  
**Cc:** [Parikh, Ishanee](#); [Caquias, Paula](#); [Jodi Cross](#); [Danielle Filson](#)  
**Subject:** RE: Maimonides Gala - Press for Event  
**Date:** Tuesday, January 26, 2016 9:14:31 PM  
**Attachments:** [Brier announcement Jan 2016.docx](#)

---

Hello all,

I've attached the Hunter College press release, finalized today, announcing Pam Brier's appointment as Senior Advisor to the President of Hunter College, which the First Lady will be announcing at tomorrow's Gala. The information is no longer confidential but has not yet been publicly announced, and so this will be breaking news tomorrow and the first public announcement of Pam's new role.

Thanks so much again, and as always, feel free to contact us with questions,  
Sylvie

---

**From:** Schustek, Andrew [mailto:[aschustek@cityhall.nyc.gov](mailto:aschustek@cityhall.nyc.gov)]  
**Sent:** Tuesday, January 26, 2016 6:38 PM  
**To:** Cathy Rought; White, Erin; Sylvie Doppelt  
**Cc:** Parikh, Ishanee; Caquias, Paula; Jodi Cross; Danielle Filson  
**Subject:** RE: Maimonides Gala - Press for Event

Thank you.

---

**From:** Cathy Rought [mailto:[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)]  
**Sent:** Tuesday, January 26, 2016 6:37 PM  
**To:** White, Erin; Schustek, Andrew; Sylvie Doppelt  
**Cc:** Parikh, Ishanee; Caquias, Paula; Jodi Cross; Danielle Filson  
**Subject:** RE: Maimonides Gala - Press for Event

Just as a FYI – my cell is [REDACTED] If you need anything leading up to Andrew's arrival, give me a ring or text. Danielle Filson also on this chain will be sending press updates as we have them tomorrow.

---

**From:** White, Erin [mailto:[EWhite@cityhall.nyc.gov](mailto:EWhite@cityhall.nyc.gov)]  
**Sent:** Tuesday, January 26, 2016 6:18 PM  
**To:** Schustek, Andrew <[aschustek@cityhall.nyc.gov](mailto:aschustek@cityhall.nyc.gov)>; Sylvie Doppelt <[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)>  
**Cc:** Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>; Parikh, Ishanee <[iparikh@cityhall.nyc.gov](mailto:iparikh@cityhall.nyc.gov)>; Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>; Jodi Cross <[JCross@maimonidesmed.org](mailto:JCross@maimonidesmed.org)>; Danielle Filson <[Danielle.Filson@berlinrosen.com](mailto:Danielle.Filson@berlinrosen.com)>  
**Subject:** RE: Maimonides Gala - Press for Event

Patch me in.

Erin White  
Communications Advisor, Office of the Mayor

O: 212-341-5030  
C: 347-789-0501  
[ewhite@cityhall.nyc.gov](mailto:ewhite@cityhall.nyc.gov)

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**Cc:** Cathy Rought; Parikh, Ishanee; White, Erin; Caquias, Paula; Jodi Cross; Danielle Filson  
**Subject:** RE: Maimonides Gala - Press for Event

My number is [REDACTED]

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**From:** Sylvie Doppelt [<mailto:SDoppelt@maimonidesmed.org>]  
**Sent:** Tuesday, January 26, 2016 6:17 PM  
**To:** Schustek, Andrew  
**Cc:** Cathy Rought; Parikh, Ishanee; White, Erin; Caquias, Paula; Jodi Cross; Danielle Filson  
**Subject:** Re: Maimonides Gala - Press for Event

Hi Andrew, what's the best number to reach you at? We're happy to jump on a call now.

Sent from my iPad

On Jan 26, 2016, at 6:06 PM, Schustek, Andrew <[aschustek@cityhall.nyc.gov](mailto:aschustek@cityhall.nyc.gov)> wrote:

Thank you. we're looking forward to hearing back.

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**To:** Schustek, Andrew; Parikh, Ishanee  
**Cc:** White, Erin; Sylvie Doppelt; Caquias, Paula; Jodi Cross; Danielle Filson  
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Thanks for resending. Totally understand on time and flow. We will be back in touch soon.

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Again, this is what we agreed to yesterday.

Thanks!

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**Sent:** Tuesday, January 26, 2016 6:00 PM  
**To:** Schustek, Andrew; Parikh, Ishanee  
**Cc:** White, Erin; Sylvie Doppelt; Caquias, Paula; Jodi Cross; Danielle Filson  
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**Importance:** High

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**Sent:** Tuesday, January 26, 2016 5:50 PM  
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**Cc:** White, Erin <[EWhite@cityhall.nyc.gov](mailto:EWhite@cityhall.nyc.gov)>; Sylvie Doppelt <[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)>; Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>; Jodi Cross <[JCross@maimonidesmed.org](mailto:JCross@maimonidesmed.org)>; Danielle Filson <[Danielle.Filson@berlinrosen.com](mailto:Danielle.Filson@berlinrosen.com)>  
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**Subject:** Re: Maimonides Gala - Press for Event

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Erin White  
Communications Advisor, Office of the Mayor  
347-789-0501

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**Sent:** Tuesday, January 26, 2016 4:02 PM  
**To:** Sylvie Doppelt <[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)>; Schustek, Andrew <[aschustek@cityhall.nyc.gov](mailto:aschustek@cityhall.nyc.gov)>; Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>; Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>  
**Cc:** Parikh, Ishanee <[iparikh@cityhall.nyc.gov](mailto:iparikh@cityhall.nyc.gov)>; Jodi Cross <[JCross@maimonidesmed.org](mailto:JCross@maimonidesmed.org)>  
**Subject:** Re: Maimonides Gala - Press for Event

I am ok with advisory.

I agree with Andrew that this ROS is strange. Getting people back to their seats in between the dancing will be impossible. The Mayor and First Lady will be speaking to empty tables. We need to tighten up so that doesn't happen.

Erin White

Communications Advisor, Office of the Mayor

347-789-0501

---

**From:** Sylvie Doppelt  
**Sent:** Tuesday, January 26, 2016 1:53 PM  
**To:** Schustek, Andrew; Caquias, Paula; '[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)'  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross  
**Subject:** RE: Maimonides Gala - Press for Event

Hi Andrew,

We are thrilled that the Mayor and First Lady will be attending and, after our call with you yesterday noting the anticipated earlier arrival time, we tweaked the run of show to accommodate the Mayor and First Lady's schedules and sequence the program with a short break in between so it is not too many speakers back-to-back for the audience while they are having dinner.

Assuming a 7:30 PM arrival for them both, we would re-open the program once they arrive and are ready to introduce them and have them on stage with Pam. We think it's optimal to then take a short break before Dr. Safyer comes on to introduce Congresswoman Velaquez because that would be about 6-7 speakers back to back. We are happy to discuss this further with you and your team if you have any concerns or further questions.

Thanks,  
Sylvie

---

**From:** Schustek, Andrew [<mailto:aschustek@cityhall.nyc.gov>]  
**Sent:** Tuesday, January 26, 2016 1:39 PM  
**To:** Sylvie Doppelt; Caquias, Paula; '[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)'  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross  
**Subject:** RE: Maimonides Gala - Press for Event

Hi Sylvie,

This is not the same run of show we discussed yesterday on the phone. As discussed and finalized yesterday, we had all agreed that upon arrival at



7:30, the following would take place:

- Mayor and FLONYC arrive
- FLONYC and the Mayor are introduced by Eugene
- The Mayor delivers remarks and introduces FLONYC
- FLONYC delivers remarks
- FLONYC and The Mayor physically present Pamela with the award
- Ken Gibbs introduces Congresswoman Velazquez
- Congresswoman Velazquez briefly delivers remarks and presents Congressional Record to Pamela
- FLONYC and Mayor stay on stage while Pamela delivers remarks
- FLONYC and Mayor depart

Please advise.

---

**From:** Sylvie Doppelt [<mailto:SDoppelt@maimonidesmed.org>]  
**Sent:** Tuesday, January 26, 2016 1:37 PM  
**To:** Caquias, Paula; '[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)'  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross; Schustek, Andrew  
**Subject:** RE: Maimonides Gala - Press for Event

Absolutely, below is the draft program and VIP list

### **Program for Gala**

#### **6:00 – Cocktail Hour**

#### **7:05 – Program Begins in Main Ballroom**

- Ken Gibbs gives welcome remarks
- Video Tribute to Pam
- Dinner, Music and Dancing

#### **~7:30/7:45 – Mayor and First Lady Arrive**

- Gene Keilin to introduce Mayor and First Lady
- Mayor and First Lady speak and make presentation to Pam
- Dinner, Music and Dancing resume

#### **~8:10 – Program Re-Commences**

- Dr. Steve Safyer says a few words and introduces special guest presentation from Congresswoman Nydia Velazquez
- Congresswoman Velazquez speaks and presents Congressional record to Pam

**8:20 – Honoree Remarks**

- Pam Brier

**8:30 – Closing Remarks**

- Ken Gibbs

**9:00 – Conclusion****VIP List**

- Pam Brier and Peter Aschkenasy – honoree and her husband
- Ken Gibbs – President & CEO, Maimonides Medical Center
- Eugene Keilin – Chair of the Board, Maimonides Medical Center, Co-Founder, KPS Capital Partners, LP
- Erminia Rivera – Vice Chair, Maimonides Board of Trustees
- Jill Furillo – Executive Director, NYS Nurses Association
- Brett Yormark – CEO, Brooklyn Nets & Barclays Center
- Alex Rovt – President, IBE Trade Corp., Trustee, Maimonides Medical Center,
- Steve Safyer – President & CEO, Montefiore Medical Center
- Michael Dowling – President & CEO, Northwell Health System
- Ken Raske – President & CEO, Greater New York Hospital Association
- Ram Raju – President & CEO, New York City Health + Hospitals
- Mark Mundy - CEO, New York Methodist Hospital
- Linda Brady - CEO, Kingsbrook Medical Center
- LaRay Brown - Incoming CEO, Interfaith Hospital
- Mark Toney - Interim CEO, Brookdale Hospital
- Jennifer Raab – President, Hunter College
- Lilliam Paoli – Senior Advisory to Jennifer Raab

Elected Officials who will attend (some might only stay for cocktail hour)

- Rep. Nydia Velazquez
- Rep. Jerrold Nadler
- NYS Senator Martin Golden
- Assemblyman Steven Cymbrowitz
- Assemblyman Dov Hikind
- Councilman David Greenfield
- Councilman Brad Lander
- Councilman Mathieu Eugene

Please let me know if you need anything further.

Sylvie

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**From:** Caquias, Paula [<mailto:PCaquias@cityhall.nyc.gov>]

**Sent:** Tuesday, January 26, 2016 12:27 PM  
**To:** Sylvie Doppelt; '[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)'  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross; Schustek, Andrew  
**Subject:** Maimonides Gala - Press for Event

Our press team is reviewing the draft. Ishanee from our press team will be in contact with you with any question. The Mayor's public schedule goes out every day in evening.

I have also cc'd Erin, who is the first lady press person for awareness.

Sylvie, can you please send me the VIP list and program?

Best,

Paula

---

**From:** Caquias, Paula  
**Sent:** Tuesday, January 26, 2016 11:26 AM  
**To:** Banks, Angela; White, Erin; Schustek, Andrew  
**Cc:** Salazar-Rodriguez, Prisca  
**Subject:** FW: Maimonides Gala - Press for Event

Please see draft press advisory from Maimonides

---

**From:** Cathy Rought [<mailto:cathy@berlinrosen.com>]  
**Sent:** Tuesday, January 26, 2016 11:25 AM  
**To:** Sylvie Doppelt; Caquias, Paula  
**Cc:** Eileen Tynion  
**Subject:** RE: Maimonides Gala - Press for Event

Hey Paula!

Attached is the draft advisory. Would love to have this go very soon. Pretty basic. When will the mayor's public schedule go live?

I will be onsite to manage and wrangle press for the event. As you know galas are tough, so not sure what kind of turn out we will get. But if the Mayor prefers not to interact with anyone regardless, we can accommodate that. Just let us know his preferences and feel free to connect me with anyone on your comms team.

Thanks for everything and look forward to hearing from you soon.

---

**From:** Sylvie Doppelt [<mailto:SDoppelt@maimonidesmed.org>]  
**Sent:** Tuesday, January 26, 2016 10:56 AM

**To:** Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>  
**Cc:** Eileen Tynion <[ETynion@maimonidesmed.org](mailto:ETynion@maimonidesmed.org)>; Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>  
**Subject:** Maimonides Gala - Press for Event

Hi Paula,

It was a pleasure speaking with you yesterday, and thanks so much again for your assistance with coordinating the Mayor's attendance to the Maimonides Gala. We're thrilled he will be attending.

I wanted to follow up regarding your questions on press. We, with support and partnership from BerlinRosen, will be managing press for the event, and we're planning on circulating a media advisory (which we will forward to you shortly).

If you could let us know what the Mayor's preferences are in terms of interacting with press or not, that would be great. I've cc'd my colleague Cathy Rought at BerlinRosen, who will be happy to address any concerns with you.

Thanks so much again, and please feel free to contact me with any questions,  
Sylvie

**Sylvie Doppelt**

Manager, Strategic Initiatives

Department of External Affairs | Maimonides Medical Center | Brooklyn, NY 11219

T: 718-283-7041 | M: 224-587-0932

[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)

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any issues regarding e-mail SPAM ONLY, please call the Helpdesk at  
718-283-MIS1\_\_\_\_\_

FROM: **HUNTER COLLEGE of the City University of New York**

CONTACT: Rubenstein Communications Inc., Public Relations  
Nancy Haberman 212-843-8021 / nhaberman@rubenstein.com

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*FOR IMMEDIATE RELEASE*

**PAMELA BRIER, FORMER PRESIDENT AND CEO OF MAIMONIDES MEDICAL CENTER, TO  
BECOME SENIOR ADVISOR TO THE PRESIDENT OF HUNTER COLLEGE**

**New York, January 26, 2016** – Hunter College President Jennifer J. Raab today announced the appointment of Pamela Brier as a Senior Advisor to the President with a focus on healthcare issues and community and public policy.

Brier, who has been President of three major New York City hospitals, will use her vast health care knowledge to develop and grow Hunter’s many existing programs in this area. She will also work with former NYC Deputy Mayor Lilliam Barrios-Paoli, whose appointment to Hunter College was recently announced.

“Hunter College is very privileged to welcome Pam Brier who will help us develop our programs to train future health care workers in a variety of different areas including nursing, nutrition, and health policy,” said President Raab. “I can think of no one more capable to help Hunter grow in these areas that will truly benefit us all.”

In addition, Brier will guide a new Mental Health Services Corps, part of First Lady Chirlane McCray’s ThriveNYC, to be implemented by Hunter College. ThriveNYC is a mental health framework to ensure New Yorkers get needed mental health treatment and a holistic focus on all facets of their mental well being. The Mental Health Services Corps will recruit, train, and place much-needed mental health professionals who will advance this effort.

Brier most recently served as President and CEO of Maimonides Medical Center in Brooklyn, the borough’s largest hospital and biggest employer where she began in 1995. The hospital grew from a \$500 million community hospital to the billion-dollar hub that it is today. Brier, who has a Master’s degree in Public Health from UCLA and a Bachelor of Arts degree with honors from the University of California at Berkley, first honed her capacity for consensus-building and policy development at the New York City Health and Hospitals Corporation in the 1980s. There she became the agency’s Chief Financial Officer and Executive Vice President before moving to become the President of Jacobi Medical Center in the Bronx, and later the President of Bellevue Medical Center in Manhattan.

She currently serves on the New York City Board of Health, appointed by Mayor Michael Bloomberg, and the Fund for Public Health. She previously served on the New York City Board of Corrections and the Workforce Development Board in the Bloomberg administration. She was appointed by Governor Mario Cuomo to serve on the New York State Hospital Review and Planning Council. Additionally, Brier served as the Chair of the Board for Housing Works and is on the Board of GNYHA Ventures. *Crain's New York Business* named her to Crain's Hall of Fame in 2015 and has frequently cited her as one of the 50 Most Powerful Women in New York.

"Hunter is really the city's college," said Brier. "I am looking forward to working with President Raab and everyone at Hunter on a variety of projects, including one that means so much to Mayor de Blasio and to First Lady Chirlane McCray, who are committed to addressing New Yorkers' mental health needs. "

Ms. Brier is also the recipient of honorary doctorate degrees from St. Francis College and Long Island University.

\*\*\*

### [About Hunter College:](#)

Hunter College, located in the heart of Manhattan, is the largest college in the City University of New York (CUNY) system. Founded in 1870, it is also one of the oldest public colleges in the country and famous for the diversity of its student body, which is as diverse as New York City itself.

Most Hunter students are the first in their families to attend college and many go on to top professional and graduate programs, winning Fulbright scholarships, Mellon fellowships, National Institutes of Health grants, and other competitive honors. More than 23,000 students currently attend Hunter, pursuing undergraduate and graduate degrees in more than 170 areas of study.

The 1,700 full- and part-time members of Hunter's faculty are unparalleled. They receive prestigious national grants, contribute to the world's leading academic journals, and play major roles in cutting-edge research. They are fighting cancer, formulating public policy, expanding our culture, enhancing technology, and more.

###

**From:** [White, Erin](#)  
**To:** [Sylvie Doppelt](#); [Schustek, Andrew](#); [Cathy Rought](#)  
**Cc:** [Parikh, Ishanee](#); [Caquias, Paula](#); [Jodi Cross](#); [Danielle Filson](#)  
**Subject:** Re: Maimonides Gala - Press for Event  
**Date:** Tuesday, January 26, 2016 9:17:10 PM

---

Looks good!

Erin White  
Communications Advisor, Office of the Mayor  
347-789-0501

---

**From:** Sylvie Doppelt  
**Sent:** Tuesday, January 26, 2016 9:14 PM  
**To:** Schustek, Andrew; Cathy Rought; White, Erin  
**Cc:** Parikh, Ishanee; Caquias, Paula; Jodi Cross; Danielle Filson  
**Subject:** RE: Maimonides Gala - Press for Event

---

Hello all,

I've attached the Hunter College press release, finalized today, announcing Pam Brier's appointment as Senior Advisor to the President of Hunter College, which the First Lady will be announcing at tomorrow's Gala. The information is no longer confidential but has not yet been publicly announced, and so this will be breaking news tomorrow and the first public announcement of Pam's new role.

Thanks so much again, and as always, feel free to contact us with questions,  
Sylvie

---

**From:** Schustek, Andrew [mailto:[aschustek@cityhall.nyc.gov](mailto:aschustek@cityhall.nyc.gov)]  
**Sent:** Tuesday, January 26, 2016 6:38 PM  
**To:** Cathy Rought; White, Erin; Sylvie Doppelt  
**Cc:** Parikh, Ishanee; Caquias, Paula; Jodi Cross; Danielle Filson  
**Subject:** RE: Maimonides Gala - Press for Event

Thank you.

---

**From:** Cathy Rought [mailto:[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)]  
**Sent:** Tuesday, January 26, 2016 6:37 PM  
**To:** White, Erin; Schustek, Andrew; Sylvie Doppelt  
**Cc:** Parikh, Ishanee; Caquias, Paula; Jodi Cross; Danielle Filson  
**Subject:** RE: Maimonides Gala - Press for Event

Just as a FYI – my cell is [REDACTED]. If you need anything leading up to Andrew's arrival, give me a ring or text. Danielle Filson also on this chain will be sending press updates as we have them tomorrow.

---

**From:** White, Erin [mailto:[EWhite@cityhall.nyc.gov](mailto:EWhite@cityhall.nyc.gov)]  
**Sent:** Tuesday, January 26, 2016 6:18 PM  
**To:** Schustek, Andrew <[aschustek@cityhall.nyc.gov](mailto:aschustek@cityhall.nyc.gov)>; Sylvie Doppelt



<[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)>

**Cc:** Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>; Parikh, Ishanee <[iparikh@cityhall.nyc.gov](mailto:iparikh@cityhall.nyc.gov)>; Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>; Jodi Cross <[JCross@maimonidesmed.org](mailto:JCross@maimonidesmed.org)>; Danielle Filson <[Danielle.Filson@berlinrosen.com](mailto:Danielle.Filson@berlinrosen.com)>

**Subject:** RE: Maimonides Gala - Press for Event

Patch me in.

Erin White

Communications Advisor, Office of the Mayor

O: 212-341-5030

C: 347-789-0501

[ewhite@cityhall.nyc.gov](mailto:ewhite@cityhall.nyc.gov)

---

**From:** Schustek, Andrew

**Sent:** Tuesday, January 26, 2016 6:18 PM

**To:** Sylvie Doppelt

**Cc:** Cathy Rought; Parikh, Ishanee; White, Erin; Caquias, Paula; Jodi Cross; Danielle Filson

**Subject:** RE: Maimonides Gala - Press for Event

My number is [REDACTED].

---

**From:** Sylvie Doppelt [<mailto:SDoppelt@maimonidesmed.org>]

**Sent:** Tuesday, January 26, 2016 6:17 PM

**To:** Schustek, Andrew

**Cc:** Cathy Rought; Parikh, Ishanee; White, Erin; Caquias, Paula; Jodi Cross; Danielle Filson

**Subject:** Re: Maimonides Gala - Press for Event

Hi Andrew, what's the best number to reach you at? We're happy to jump on a call now.

Sent from my iPad

On Jan 26, 2016, at 6:06 PM, Schustek, Andrew <[aschustek@cityhall.nyc.gov](mailto:aschustek@cityhall.nyc.gov)> wrote:

Thank you. we're looking forward to hearing back.

---

**From:** Cathy Rought [<mailto:cathy@berlinrosen.com>]

**Sent:** Tuesday, January 26, 2016 6:05 PM

**To:** Schustek, Andrew; Parikh, Ishanee

**Cc:** White, Erin; Sylvie Doppelt; Caquias, Paula; Jodi Cross; Danielle Filson

**Subject:** RE: Maimonides Gala - Press for Event

Thanks for resending. Totally understand on time and flow. We will be back in touch soon.

---

**From:** Schustek, Andrew [<mailto:aschustek@cityhall.nyc.gov>]

**Sent:** Tuesday, January 26, 2016 6:02 PM

**To:** Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>; Parikh, Ishanee

<[iparikh@cityhall.nyc.gov](mailto:iparikh@cityhall.nyc.gov)>

**Cc:** White, Erin <[EWhite@cityhall.nyc.gov](mailto:EWhite@cityhall.nyc.gov)>; Sylvie Doppelt <[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)>; Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>; Jodi Cross <[JCross@maimonidesmed.org](mailto:JCross@maimonidesmed.org)>; Danielle Filson <[Danielle.Filson@berlinrosen.com](mailto:Danielle.Filson@berlinrosen.com)>

**Subject:** RE: Maimonides Gala - Press for Event

7:30 – 8:00 PM:

- Mayor and FLONYC arrive
- FLONYC and the Mayor are introduced by Eugene
- The Mayor delivers remarks and introduces FLONYC
- FLONYC delivers remarks
- FLONYC and The Mayor physically present Pamela with the award
- Ken Gibbs introduces Congresswoman Velazquez
- Congresswoman Velazquez briefly delivers remarks and presents Congressional Record to Pamela
- FLONYC and Mayor stay on stage while Pamela delivers remarks
- FLONYC and Mayor depart

Again, this is what we agreed to yesterday.

Thanks!

---

**From:** Cathy Rought [<mailto:cathy@berlinrosen.com>]

**Sent:** Tuesday, January 26, 2016 6:00 PM

**To:** Schustek, Andrew; Parikh, Ishanee

**Cc:** White, Erin; Sylvie Doppelt; Caquias, Paula; Jodi Cross; Danielle Filson

**Subject:** RE: Maimonides Gala - Press for Event

**Importance:** High

We are on a call right now discussing it – we are trying to rework it in a way that streamlines the event, gives the Mayor and First Lady a chance to speak to the 1000+ people that will be in attendance, and also addresses all of the event/speaker needs. Obviously your team is a priority and we will make sure they both have the attention of the masses to honor Pam!

I haven't been involved with the actual program until today, and we are reworking it in real time. My understanding is that both the Mayor and the First Lady are arriving at 730, is that still correct? And the Mayor will be departing at 8pm? Will the First Lady be staying later? We will have a draft around shortly, and we can either jump on a call with you after this one or first thing to talk through if easier than email. Let us know.

---

**From:** Schustek, Andrew [<mailto:aschustek@cityhall.nyc.gov>]

**Sent:** Tuesday, January 26, 2016 5:50 PM

**To:** Parikh, Ishanee <[iparikh@cityhall.nyc.gov](mailto:iparikh@cityhall.nyc.gov)>; Cathy Rought

<[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>

**Cc:** White, Erin <[EWhite@cityhall.nyc.gov](mailto:EWhite@cityhall.nyc.gov)>; Sylvie Doppelt <[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)>; Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>; Jodi Cross <[JCross@maimonidesmed.org](mailto:JCross@maimonidesmed.org)>; Danielle Filson <[Danielle.Filson@berlinrosen.com](mailto:Danielle.Filson@berlinrosen.com)>  
**Subject:** RE: Maimonides Gala - Press for Event

Sylvie, where are we with the run of show?

---

**From:** Parikh, Ishanee  
**Sent:** Tuesday, January 26, 2016 5:50 PM  
**To:** Cathy Rought  
**Cc:** White, Erin; Sylvie Doppelt; Schustek, Andrew; Caquias, Paula; Jodi Cross; Danielle Filson  
**Subject:** Re: Maimonides Gala - Press for Event

Okay thanks - our public schedule just went out

Sent from my iPhone

On Jan 26, 2016, at 5:16 PM, Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)> wrote:

RSVPs should come to me. I will provide updates throughout the day tomorrow on what is confirmed.

---

**From:** White, Erin [<mailto:EWhite@cityhall.nyc.gov>]  
**Sent:** Tuesday, January 26, 2016 5:15 PM  
**To:** Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>; Sylvie Doppelt <[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)>; Schustek, Andrew <[aschustek@cityhall.nyc.gov](mailto:aschustek@cityhall.nyc.gov)>; Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>  
**Cc:** Parikh, Ishanee <[iparikh@cityhall.nyc.gov](mailto:iparikh@cityhall.nyc.gov)>; Jodi Cross <[JCross@maimonidesmed.org](mailto:JCross@maimonidesmed.org)>  
**Subject:** Re: Maimonides Gala - Press for Event

Do press need to RSVP and if so to whom?

Erin White  
Communications Advisor, Office of the Mayor  
347-789-0501

---

**From:** Cathy Rought  
**Sent:** Tuesday, January 26, 2016 4:18 PM  
**To:** White, Erin; Sylvie Doppelt; Schustek, Andrew; Caquias, Paula  
**Cc:** Parikh, Ishanee; Jodi Cross  
**Subject:** RE: Maimonides Gala - Press for Event

Great, OK to circulate now?

---

**From:** White, Erin [<mailto:EWhite@cityhall.nyc.gov>]  
**Sent:** Tuesday, January 26, 2016 4:02 PM  
**To:** Sylvie Doppelt <[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)>; Schustek, Andrew <[aschustek@cityhall.nyc.gov](mailto:aschustek@cityhall.nyc.gov)>; Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>; Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>  
**Cc:** Parikh, Ishanee <[iparikh@cityhall.nyc.gov](mailto:iparikh@cityhall.nyc.gov)>; Jodi Cross <[JCross@maimonidesmed.org](mailto:JCross@maimonidesmed.org)>  
**Subject:** Re: Maimonides Gala - Press for Event

I am ok with advisory.

I agree with Andrew that this ROS is strange. Getting people back to their seats in between the dancing will be impossible. The Mayor and First Lady will be speaking to empty tables. We need to tighten up so that doesn't happen.

Erin White  
Communications Advisor, Office of the Mayor  
347-789-0501

---

**From:** Sylvie Doppelt  
**Sent:** Tuesday, January 26, 2016 1:53 PM  
**To:** Schustek, Andrew; Caquias, Paula; '[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)'  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross  
**Subject:** RE: Maimonides Gala - Press for Event

Hi Andrew,

We are thrilled that the Mayor and First Lady will be attending and, after our call with you yesterday noting the anticipated earlier arrival time, we tweaked the run of show to accommodate the Mayor and First Lady's schedules and sequence the program with a short break in between so it is not too many speakers back-to-back for the audience while they are having dinner.

Assuming a 7:30 PM arrival for them both, we would re-open the program once they arrive and are ready to introduce them and have them on stage with Pam. We think it's optimal to then take a short break before Dr. Safyer comes on to introduce Congresswoman Velaquez because that would be about 6-7 speakers back to back. We are happy to discuss this further with you and your team if you have any concerns or further questions.

Thanks,  
Sylvie

---

**From:** Schustek, Andrew [<mailto:aschustek@cityhall.nyc.gov>]  
**Sent:** Tuesday, January 26, 2016 1:39 PM  
**To:** Sylvie Doppelt; Caquias, Paula; '[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)'  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross  
**Subject:** RE: Maimonides Gala - Press for Event

Hi Sylvie,

This is not the same run of show we discussed yesterday on the phone. As discussed and finalized yesterday, we had all agreed that upon arrival at 7:30, the following would take place:

- Mayor and FLONYC arrive
- FLONYC and the Mayor are introduced by Eugene
- The Mayor delivers remarks and introduces FLONYC
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- Ken Gibbs introduces Congresswoman Velazquez
- Congresswoman Velazquez briefly delivers remarks and presents Congressional Record to Pamela
- FLONYC and Mayor stay on stage while Pamela delivers remarks
- FLONYC and Mayor depart

Please advise.

---

**From:** Sylvie Doppelt [<mailto:SDoppelt@maimonidesmed.org>]  
**Sent:** Tuesday, January 26, 2016 1:37 PM  
**To:** Caquias, Paula; '[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)'  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross; Schustek, Andrew  
**Subject:** RE: Maimonides Gala - Press for Event

Absolutely, below is the draft program and VIP list

### **Program for Gala**

#### **6:00 – Cocktail Hour**

#### **7:05 – Program Begins in Main Ballroom**

- Ken Gibbs gives welcome remarks
- Video Tribute to Pam
- Dinner, Music and Dancing

#### **~7:30/7:45 – Mayor and First Lady Arrive**

- Gene Keilin to introduce Mayor and First Lady

- Mayor and First Lady speak and make presentation to Pam
- Dinner, Music and Dancing resume

**~8:10 – Program Re-Commences**

- Dr. Steve Safyer says a few words and introduces special guest presentation from Congresswoman Nydia Velazquez
- Congresswoman Velazquez speaks and presents Congressional record to Pam

**8:20 – Honoree Remarks**

- Pam Brier

**8:30 – Closing Remarks**

- Ken Gibbs

**9:00 – Conclusion**

**VIP List**

- Pam Brier and Peter Aschkenasy – honoree and her husband
- Ken Gibbs – President & CEO, Maimonides Medical Center
- Eugene Keilin – Chair of the Board, Maimonides Medical Center, Co-Founder, KPS Capital Partners, LP
- Erminia Rivera – Vice Chair, Maimonides Board of Trustees
- Jill Furillo – Executive Director, NYS Nurses Association
- Brett Yormark – CEO, Brooklyn Nets & Barclays Center
- Alex Rovit – President, IBE Trade Corp., Trustee, Maimonides Medical Center,
- Steve Safyer – President & CEO, Montefiore Medical Center
- Michael Dowling – President & CEO, Northwell Health System
- Ken Raske – President & CEO, Greater New York Hospital Association
- Ram Raju – President & CEO, New York City Health + Hospitals
- Mark Mundy - CEO, New York Methodist Hospital
- Linda Brady - CEO, Kingsbrook Medical Center
- LaRay Brown - Incoming CEO, Interfaith Hospital
- Mark Toney - Interim CEO, Brookdale Hospital
- Jennifer Raab – President, Hunter College
- Lilliam Paoli – Senior Advisory to Jennifer Raab

Elected Officials who will attend (some might only stay for cocktail hour)

- Rep. Nydia Velazquez
- Rep. Jerrold Nadler
- NYS Senator Martin Golden

- Assemblyman Steven Cymbrowitz
- Assemblyman Dov Hikind
- Councilman David Greenfield
- Councilman Brad Lander
- Councilman Mathieu Eugene

Please let me know if you need anything further.

Sylvie

---

**From:** Caquias, Paula [<mailto:PCaquias@cityhall.nyc.gov>]  
**Sent:** Tuesday, January 26, 2016 12:27 PM  
**To:** Sylvie Doppelt; '[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)'  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross; Schustek, Andrew  
**Subject:** Maimonides Gala - Press for Event

Our press team is reviewing the draft. Ishanee from our press team will be in contact with you with any question. The Mayor's public schedule goes out every day in evening.

I have also cc'd Erin, who is the first lady press person for awareness.

Sylvie, can you please send me the VIP list and program?

Best,

Paula

---

**From:** Caquias, Paula  
**Sent:** Tuesday, January 26, 2016 11:26 AM  
**To:** Banks, Angela; White, Erin; Schustek, Andrew  
**Cc:** Salazar-Rodriguez, Prisca  
**Subject:** FW: Maimonides Gala - Press for Event

Please see draft press advisory from Maimonides

---

**From:** Cathy Rought [<mailto:cathy@berlinrosen.com>]  
**Sent:** Tuesday, January 26, 2016 11:25 AM  
**To:** Sylvie Doppelt; Caquias, Paula  
**Cc:** Eileen Tynion  
**Subject:** RE: Maimonides Gala - Press for Event

Hey Paula!

Attached is the draft advisory. Would love to have this go very soon.  
Pretty basic. When will the mayor's public schedule go live?

I will be onsite to manage and wrangle press for the event. As you know galas are tough, so not sure what kind of turn out we will get. But if the

Mayor prefers not to interact with anyone regardless, we can accommodate that. Just let us know his preferences and feel free to connect me with anyone on your comms team.

Thanks for everything and look forward to hearing from you soon.

---

**From:** Sylvie Doppelt [<mailto:SDoppelt@maimonidesmed.org>]  
**Sent:** Tuesday, January 26, 2016 10:56 AM  
**To:** Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>  
**Cc:** Eileen Tynion <[ETynion@maimonidesmed.org](mailto:ETynion@maimonidesmed.org)>; Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>  
**Subject:** Maimonides Gala - Press for Event

Hi Paula,

It was a pleasure speaking with you yesterday, and thanks so much again for your assistance with coordinating the Mayor's attendance to the Maimonides Gala. We're thrilled he will be attending.

I wanted to follow up regarding your questions on press. We, with support and partnership from BerlinRosen, will be managing press for the event, and we're planning on circulating a media advisory (which we will forward to you shortly).

If you could let us know what the Mayor's preferences are in terms of interacting with press or not, that would be great. I've cc'd my colleague Cathy Rought at BerlinRosen, who will be happy to address any concerns with you.

Thanks so much again, and please feel free to contact me with any questions,  
Sylvie

**Sylvie Doppelt**

Manager, Strategic Initiatives

Department of External Affairs | Maimonides Medical Center | Brooklyn,  
NY 11219

T: 718-283-7041 | M: 224-587-0932

[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)



Helpdesk at  
718-283-  
MIS1\_\_\_\_\_

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any issues regarding e-mail SPAM ONLY, please call the Helpdesk at  
718-283-MIS1\_\_\_\_\_

**From:** [Hinton, Karen](#)  
**To:** [Henry Goldman](#)  
**Cc:** [DAN@BERLINROSEN.COM](mailto:DAN@BERLINROSEN.COM)  
**Subject:** Re: Iowa  
**Date:** Wednesday, January 27, 2016 6:20:03 AM

---

Dan has to answer! See U at city hall

Sent from my iPhone

On Jan 27, 2016, at 12:23 AM, Henry Goldman (BLOOMBERG/ NEWSROOM:) <[hgoldman@bloomberg.net](mailto:hgoldman@bloomberg.net)> wrote:

Can you please bring me up to speed on the Mayor's trip to Iowa?

.....  
What will he be doing there? Is there an itinerary? Any certain dates?

.....  
A statement from the mayor?

.....  
Who's paying for the trip?

.....  
Was it the mayor volunteering or did the Clinton campaign ask him to travel to Iowa?

.....  
Thanks, Henry

.....  
Sent from Bloomberg Professional for Android

**From:** [Hatch, Peter](#)  
**To:** [Cathy Rought](#)  
**Subject:** Herminia Palacio, Deputy Mayor for Health and Human Services.  
**Date:** Wednesday, January 27, 2016 12:08:03 PM

---

She will arrive approx. 730 (separately from Mayor) and stay through the dinner (no dietary restrictions). She would love to know with whom she is seated.

I cribbed from her announcement release a bit of a bio if that is helpful.

#### BIO

As Deputy Mayor, Palacio will oversee the Department of Health and Mental Hygiene, NYC Health + Hospitals, Human Resources Administration, Department of Homeless Services, Agency for Children's Services, Office of the Chief Medical Examiner, Office to Combat Domestic Violence and Office of Food Policy. She will also work closely with First Deputy Mayor Shorris and Commissioner Steve Banks in the on-going review of the City's homeless programs.

Palacio is a crisis management expert who as Executive Director of the Harris County Public Health and Environmental Services coordinated health services for 27,000 people from the New Orleans area to Houston during Hurricane Katrina in 2005. Her work during Hurricane Katrina earned Palacio the Excellence in Health Administration Award by the American Public Health Association in 2007. Palacio also previously served as a Senior Policy Advisor for the San Francisco Department of Public Health, where she served on the front lines combatting HIV/AIDS.

With 25 years of experience in a range of health and social services professions, Palacio will be tasked with addressing homelessness across the five boroughs, developing a citywide network for mental health support, coordinating across the City's public health care system, improving access to social services for all New Yorkers, and ensuring Agencies that oversee the City's most vulnerable populations, such as children and victims of domestic violence, are run compassionately and effectively.

As former Executive Director of Harris County Public Health and Environmental Services, Palacio is well-prepared to take on NYC's most pressing challenges, having played a major role in the Astrodome/Reliant Park mega-shelter operation for over 27,000 evacuees from Hurricane Katrina to Harris County, Texas. Running all of the public health operations for the shelter, Palacio established a public health department for a "city" that went from a population of 0 to 27,000 in two days, identified and contained health outbreaks before they started, and aptly managed thousands of physicians and nurses to effectively triage 150 patients an hour.

In addition to her work at the Robert Wood Johnson Foundation, in Harris County and San Francisco, Palacio has also held a number of academic appointments, including adjunct professor in Management, Policy, and Community Health at the University of Texas School of Public Health at Houston from 2006 to 2014. She also taught at Baylor College of Medicine in Houston and the University of California at San Francisco School of Medicine. Palacio received her medical degree from Mount Sinai School of Medicine in New York and holds a Masters of Public Health, with a

specialty in epidemiology, from the University of California at Berkeley School of Public Health, and a BA in biology from Barnard College at Columbia University. She has authored numerous articles in peer-reviewed scientific journals.

She served on the Board of Directors of the National Association of County and City Health Officials (NACCHO), the Texas Association of Local Health Officials (TALHO), the Harris County Healthcare Alliance (HCHA), and served as Chair of the Texas Public Health Coalition. She recently served on the Board of Scientific Counselors for the Centers for Disease Control and Prevention (CDC) Office of Public Health Preparedness and Response and currently serves on the CDC Advisory Committee to the Director. In 2011 she was appointed by President Obama as a member of the Advisory Group on Prevention, Health Promotion, and Integrative and Public Health.

---

**From:** White, Erin  
**Sent:** Wednesday, January 27, 2016 9:58 AM  
**To:** Cathy Rought; Hatch, Peter  
**Subject:** connecting you re: tonight's Gala

Hi Cathy,

I'm connecting you here with Peter Hatch, a senior advisor here at City Hall. He's like to help make sure our Deputy Mayor for Health and Human Services Herminia Palacio can come by the gala this evening.

Can you assist? I'm sure he'd appreciate your guidance on the best time for her to arrive, etc.

Thanks so much!

Erin White  
Communications Advisor, Office of the Mayor  
O: 212-341-5030  
C: 347-789-0501  
[ewhite@cityhall.nyc.gov](mailto:ewhite@cityhall.nyc.gov)

**From:** [Almonte, Catherine](#)  
**To:** [Salazar-Rodriguez, Prisca](#); [jfdc](#); [Jonathan Rosen](#); [Blumm, Kate](#); [Snyder, Thomas](#); [Da Costa, Ricky](#); [Shorris, Anthony](#); [Griffith, Chantell](#); [Williams, Dominic](#); [Adams Baker, Marti](#); [Fialkoff, Gabrielle](#); [Tarlo, Mindy](#); [Wolfe, Emma](#); [Schnake Mahl, Gabriel](#); [Schwartz, Regina](#); [Hagelgans, Andrea](#); [Walzak, Phil](#); [Seignious, Sandy](#); [Fuleihan, Dean \(OMB\)](#); [Darlington, Mandy \(OMB\)](#); [Glen, Alicia](#); [Bruch, Mary](#); [Buery, Richard](#); [Cutler, Dorothy](#); [Arslanian, Kayla](#); [Viguers, Jonathan](#); [Confer, Alexis](#); [Bennett, Rob](#); [Patchett, James](#)  
**Subject:** RE: MBDB: SOTC Prep  
**Date:** Wednesday, January 27, 2016 2:49:53 PM

---

Please gather

---

**From:** Almonte, Catherine  
**Sent:** Wednesday, January 27, 2016 2:33 PM  
**To:** Salazar-Rodriguez, Prisca; jfdc; Jonathan Rosen; Blumm, Kate; Snyder, Thomas; Da Costa, Ricky; Shorris, Anthony; Griffith, Chantell; Williams, Dominic; Adams Baker, Marti; Fialkoff, Gabrielle; Tarlow, Mindy; Wolfe, Emma; Schnake Mahl, Gabriel; Schwartz, Regina; Hagelgans, Andrea; Walzak, Phil; Seignious, Sandy; Fuleihan, Dean (OMB); Darlington, Mandy (OMB); Glen, Alicia; Bruch, Mary; Buery, Richard; Cutler, Dorothy; Arslanian, Kayla; Viguers, Jonathan; Confer, Alexis; Bennett, Rob; Patchett, James  
**Subject:** RE: MBDB: SOTC Prep

We are delayed

-----Original Appointment-----

**From:** Salazar-Rodriguez, Prisca  
**Sent:** Wednesday, January 20, 2016 3:16 PM  
**To:** Salazar-Rodriguez, Prisca; jfdc; Jonathan Rosen; Blumm, Kate; Snyder, Thomas; Da Costa, Ricky; Shorris, Anthony; Griffith, Chantell; Williams, Dominic; Adams Baker, Marti; Fialkoff, Gabrielle; Tarlow, Mindy; Wolfe, Emma; Schnake Mahl, Gabriel; Schwartz, Regina; Hagelgans, Andrea; Walzak, Phil; Seignious, Sandy; Fuleihan, Dean (OMB); Darlington, Mandy (OMB); Glen, Alicia; Bruch, Mary; Buery, Richard; Cutler, Dorothy; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan; Confer, Alexis; Bennett, Rob; Patchett, James  
**Subject:** MBDB: SOTC Prep  
**When:** Wednesday, January 27, 2016 2:30 PM-3:30 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** City Hall, The Blue Room

**From:** [Almonte, Catherine](#)  
**To:** [Salazar-Rodriguez, Prisca](#); [jfdc](#); [Jonathan Rosen](#); [Blumm, Kate](#); [Snyder, Thomas](#); [Da Costa, Ricky](#); [Shorris, Anthony](#); [Griffith, Chantell](#); [Williams, Dominic](#); [Adams Baker, Marti](#); [Fialkoff, Gabrielle](#); [Tarlow, Mindy](#); [Wolfe, Emma](#); [Schnake Mahl, Gabriel](#); [Schwartz, Regina](#); [Hagelgans, Andrea](#); [Walzak, Phil](#); [Seignious, Sandy](#); [Fuleihan, Dean \(OMB\)](#); [Darlington, Mandy \(OMB\)](#); [Glen, Alicia](#); [Bruch, Mary](#); [Buery, Richard](#); [Cutler, Dorothy](#); [Arslanian, Kayla](#); [Viguers, Jonathan](#); [Confer, Alexis](#); [Bennett, Rob](#); [Patchett, James](#)  
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---

Please gather

---

**From:** Almonte, Catherine  
**Sent:** Wednesday, January 27, 2016 2:33 PM  
**To:** Salazar-Rodriguez, Prisca; jfdc; Jonathan Rosen; Blumm, Kate; Snyder, Thomas; Da Costa, Ricky; Shorris, Anthony; Griffith, Chantell; Williams, Dominic; Adams Baker, Marti; Fialkoff, Gabrielle; Tarlow, Mindy; Wolfe, Emma; Schnake Mahl, Gabriel; Schwartz, Regina; Hagelgans, Andrea; Walzak, Phil; Seignious, Sandy; Fuleihan, Dean (OMB); Darlington, Mandy (OMB); Glen, Alicia; Bruch, Mary; Buery, Richard; Cutler, Dorothy; Arslanian, Kayla; Viguers, Jonathan; Confer, Alexis; Bennett, Rob; Patchett, James  
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**From:** Salazar-Rodriguez, Prisca  
**Sent:** Wednesday, January 20, 2016 3:16 PM  
**To:** Salazar-Rodriguez, Prisca; jfdc; Jonathan Rosen; Blumm, Kate; Snyder, Thomas; Da Costa, Ricky; Shorris, Anthony; Griffith, Chantell; Williams, Dominic; Adams Baker, Marti; Fialkoff, Gabrielle; Tarlow, Mindy; Wolfe, Emma; Schnake Mahl, Gabriel; Schwartz, Regina; Hagelgans, Andrea; Walzak, Phil; Seignious, Sandy; Fuleihan, Dean (OMB); Darlington, Mandy (OMB); Glen, Alicia; Bruch, Mary; Buery, Richard; Cutler, Dorothy; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan; Confer, Alexis; Bennett, Rob; Patchett, James  
**Subject:** MBDB: SOTC Prep  
**When:** Wednesday, January 27, 2016 2:30 PM-3:30 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** City Hall, The Blue Room

**From:** [Hinton, Karen](#)  
**To:** ["Anna Sanders"](#); [Dan Levitan](#)  
**Subject:** RE: Groundhog Day  
**Date:** Wednesday, January 27, 2016 3:12:14 PM

---

I'll send you something.

---

**From:** Anna Sanders [mailto:[asanders@siadvance.com](mailto:asanders@siadvance.com)]  
**Sent:** Wednesday, January 27, 2016 3:09 PM  
**To:** Dan Levitan; Hinton, Karen  
**Subject:** Groundhog Day

I wasn't sure who to reach out to for this, but I'm doing a little follow up on de Blasio missing Groundhog Day to campaign for Hillary. Either of you want to comment?

--

Anna Sanders  
City Hall Reporter, Staten Island Advance  
917-525-9025 (cell)  
[asanders@siadvance.com](mailto:asanders@siadvance.com) | @AnnaESanders

**From:** [Dan Levitan](#)  
**To:** [Henry Goldman](#); [jepstein32@bloomberg.net](mailto:jepstein32@bloomberg.net); [Hinton, Karen](#)  
**Subject:** RE: Is there an Iowa itinerary yet?  
**Date:** Wednesday, January 27, 2016 3:31:48 PM

---

Here's what I have today:

- On background, the Mayor and First Lady will be firing up and rallying volunteers, knocking on doors, and phone banking to get out the vote for Hillary. Exact itinerary TBD.
- For planning purposes only – Saturday's activities will start out of Des Moines, but some events may require travel time by car.
- More itinerary details will be made available later this week.

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
[@levitandan](#)

---

**From:** Henry Goldman (BLOOMBERG/ NEWSROOM:) [<mailto:hgoldman@bloomberg.net>]  
**Sent:** Wednesday, January 27, 2016 2:17 PM  
**To:** [jepstein32@bloomberg.net](mailto:jepstein32@bloomberg.net); [KHINTON@CITYHALL.NYC.GOV](mailto:KHINTON@CITYHALL.NYC.GOV); Dan Levitan  
<[dan@berlinrosen.com](mailto:dan@berlinrosen.com)>  
**Subject:** RE: Is there an Iowa itinerary yet?

If there's an itinerary, yes, it's possible...Or alternatively, and more likely I will work with someone already on the ground there...but we need to know, what, where, when, how, why, and...so what? Is he going on his own as a volunteer or has he been enlisted by the HRC campaign? H

From: [dan@berlinrosen.com](mailto:dan@berlinrosen.com) At: Jan 27 2016 14:14:11  
To: [Henry Goldman \(BLOOMBERG/ NEWSROOM:\), KHINTON@CITYHALL.NYC.GOV](mailto:Henry_Goldman_(BLOOMBERG/_NEWSROOM:_),_KHINTON@CITYHALL.NYC.GOV)  
Subject: RE: Is there an Iowa itinerary yet?

No. Are you planning on making the trip?

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
[@levitandan](#)



**From:** Henry Goldman (BLOOMBERG/ NEWSROOM:)  
[<mailto:hgoldman@bloomberg.net>]  
**Sent:** Wednesday, January 27, 2016 2:10 PM  
**To:** Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)>; [KHINTON@CITYHALL.NYC.GOV](mailto:KHINTON@CITYHALL.NYC.GOV)  
**Subject:** Is there an Iowa itinerary yet?

**From:** [Cathy Rought](#)  
**To:** [Hatch, Peter](#)  
**Subject:** RE: connecting you re: tonight's Gala  
**Date:** Wednesday, January 27, 2016 3:34:43 PM

---

Great!

---

**From:** Hatch, Peter [PHatch@cityhall.nyc.gov]  
**Sent:** Wednesday, January 27, 2016 3:27 PM  
**To:** Cathy Rought  
**Subject:** RE: connecting you re: tonight's Gala

FYI her title is Dep Mayor for Health and Human Services.

---

**From:** Cathy Rought [mailto:cathy@berlinrosen.com]  
**Sent:** Wednesday, January 27, 2016 12:42 PM  
**To:** White, Erin; Hatch, Peter  
**Subject:** RE: connecting you re: tonight's Gala

Great to talk and look forward to seeing the DM.

Here's the people that will be at her table:

- Gene Keilin, Chair of the Board, Maimonides, Co-Founder, KPS Capital Partners
- Greg Keilin, Gene Keilin's Son
- Kate Kincaid, Gene Keilin's Daughter-in-law
- Robert Fraiman, President & CEO of Cain Brothers
- Melanie Harris, Fraiman's spouse
- Keith Wortman & Gabrielle Lobato-Wortman, Board Member, Maimonides Medical Center
- Anthony Crowell, Dean, New York Law School
- Herminia Palacio, Deputy Mayor, NYC Dept. of HHS
- Letitia James, NYC Public Advocate

---

**From:** White, Erin [mailto:EWhite@cityhall.nyc.gov]  
**Sent:** Wednesday, January 27, 2016 9:58 AM  
**To:** Cathy Rought <cathy@berlinrosen.com>; Hatch, Peter <PHatch@cityhall.nyc.gov>  
**Subject:** connecting you re: tonight's Gala

Hi Cathy,

I'm connecting you here with Peter Hatch, a senior advisor here at City Hall. He's like to help make sure our Deputy Mayor for Health and Human Services Herminia Palacio can come by the gala this evening.

Can you assist? I'm sure he'd appreciate your guidance on the best time for her to arrive, etc.

Thanks so much!

Erin White

Communications Advisor, Office of the Mayor

O: 212-341-5030

C: 347-789-0501

[ewhite@cityhall.nyc.gov](mailto:ewhite@cityhall.nyc.gov)

**From:** [Hatch, Peter](#)  
**To:** "[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)"  
**Subject:** Re: New table seating  
**Date:** Wednesday, January 27, 2016 5:18:08 PM

---

Roger that.

---

**From:** Cathy Rought [mailto:[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)]  
**Sent:** Wednesday, January 27, 2016 05:15 PM  
**To:** Hatch, Peter  
**Subject:** New table seating

The DM will now be at Pam Brier's table! We've been able to made some shifts. Here's who is sitting at the table.

Pam Brier  
Lee Perlman and Linda Riefberg, President GNYHA Ventures  
Ken and Janet Raske, President, GNYHA  
Jeffrey Sachs, President, Sachs Policy Group  
Jo Ivey Boufford, President, NY Academy of Medicine  
Jennifer Raab, President, Hunter College  
Ram Raju, President & CEO, NYC Health + Hospitals  
Erminia Riveria - MMC board member  
Congresswoman Nydia Velazquez

**From:** [Dan Levitan](#)  
**To:** [Dawsey, Joshua](#); [Hinton, Karen](#)  
**Subject:** RE: iowa  
**Date:** Wednesday, January 27, 2016 5:42:42 PM

---

Will do.

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@levitandan

**From:** Dawsey, Joshua [mailto:joshua.dawsey@dowjones.com]  
**Sent:** Wednesday, January 27, 2016 5:18 PM  
**To:** khinton@cityhall.nyc.gov; Dan Levitan <dan@berlinrosen.com>  
**Subject:** iowa

I am going for us. Flying out Friday. So let me know when you guys know details, please.

Josh

**From:** [Hatch, Peter](#)  
**To:** "[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)"  
**Subject:** Re: New table seating  
**Date:** Wednesday, January 27, 2016 7:38:20 PM

---

She is nearly there

---

**From:** Cathy Rought [mailto:[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)]  
**Sent:** Wednesday, January 27, 2016 05:15 PM  
**To:** Hatch, Peter  
**Subject:** New table seating

The DM will now be at Pam Brier's table! We've been able to made some shifts. Here's who is sitting at the table.

Pam Brier  
Lee Perlman and Linda Riefberg, President GNYHA Ventures  
Ken and Janet Raske, President, GNYHA  
Jeffrey Sachs, President, Sachs Policy Group  
Jo Ivey Boufford, President, NY Academy of Medicine  
Jennifer Raab, President, Hunter College  
Ram Raju, President & CEO, NYC Health + Hospitals  
Erminia Riveria - MMC board member  
Congresswoman Nydia Velazquez

**From:** [Parikh, Ishanee](mailto:Parikh_Ishanee)  
**To:** [Cathy Rought](mailto:Cathy_Rought)  
**Bcc:** [Parikh, Ishanee](mailto:Parikh_Ishanee)  
**Subject:** Re: Maimonides Gala - Press for Event  
**Date:** Wednesday, January 27, 2016 7:38:45 PM

---

Hi Cathy - did any press RSVP? I'm at event and just wanted to figure out who's here.

Sent from my iPhone

On Jan 26, 2016, at 6:37 PM, Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)> wrote:

Just as a FYI – my cell is [REDACTED] If you need anything leading up to Andrew's arrival, give me a ring or text. Danielle Filson also on this chain will be sending press updates as we have them tomorrow.

---

**From:** White, Erin [<mailto:EWhite@cityhall.nyc.gov>]  
**Sent:** Tuesday, January 26, 2016 6:18 PM  
**To:** Schustek, Andrew <[aschustek@cityhall.nyc.gov](mailto:aschustek@cityhall.nyc.gov)>; Sylvie Doppelt <[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)>  
**Cc:** Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>; Parikh, Ishanee <[iparikh@cityhall.nyc.gov](mailto:iparikh@cityhall.nyc.gov)>; Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>; Jodi Cross <[JCross@maimonidesmed.org](mailto:JCross@maimonidesmed.org)>; Danielle Filson <[Danielle.Filson@berlinrosen.com](mailto:Danielle.Filson@berlinrosen.com)>  
**Subject:** RE: Maimonides Gala - Press for Event

Patch me in.

Erin White  
Communications Advisor, Office of the Mayor  
O: 212-341-5030  
C: 347-789-0501  
[ewhite@cityhall.nyc.gov](mailto:ewhite@cityhall.nyc.gov)

---

**From:** Schustek, Andrew  
**Sent:** Tuesday, January 26, 2016 6:18 PM  
**To:** Sylvie Doppelt  
**Cc:** Cathy Rought; Parikh, Ishanee; White, Erin; Caquias, Paula; Jodi Cross; Danielle Filson  
**Subject:** RE: Maimonides Gala - Press for Event

My number is [REDACTED].

---

**From:** Sylvie Doppelt [<mailto:SDoppelt@maimonidesmed.org>]  
**Sent:** Tuesday, January 26, 2016 6:17 PM  
**To:** Schustek, Andrew  
**Cc:** Cathy Rought; Parikh, Ishanee; White, Erin; Caquias, Paula; Jodi Cross; Danielle Filson  
**Subject:** Re: Maimonides Gala - Press for Event

Hi Andrew, what's the best number to reach you at? We're happy to jump on a call now.

Sent from my iPad

On Jan 26, 2016, at 6:06 PM, Schustek, Andrew <[aschustek@cityhall.nyc.gov](mailto:aschustek@cityhall.nyc.gov)> wrote:

Thank you. we're looking forward to hearing back.

---

**From:** Cathy Rought [<mailto:cathy@berlinrosen.com>]  
**Sent:** Tuesday, January 26, 2016 6:05 PM  
**To:** Schustek, Andrew; Parikh, Ishanee  
**Cc:** White, Erin; Sylvie Doppelt; Caquias, Paula; Jodi Cross; Danielle Filson  
**Subject:** RE: Maimonides Gala - Press for Event

Thanks for resending. Totally understand on time and flow. We will be back in touch soon.

---

**From:** Schustek, Andrew [<mailto:aschustek@cityhall.nyc.gov>]  
**Sent:** Tuesday, January 26, 2016 6:02 PM  
**To:** Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>; Parikh, Ishanee <[iparikh@cityhall.nyc.gov](mailto:iparikh@cityhall.nyc.gov)>  
**Cc:** White, Erin <[EWhite@cityhall.nyc.gov](mailto:EWhite@cityhall.nyc.gov)>; Sylvie Doppelt <[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)>; Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>; Jodi Cross <[JCross@maimonidesmed.org](mailto:JCross@maimonidesmed.org)>; Danielle Filson <[Danielle.Filson@berlinrosen.com](mailto:Danielle.Filson@berlinrosen.com)>  
**Subject:** RE: Maimonides Gala - Press for Event

7:30 – 8:00 PM:

- Mayor and FLONYC arrive
- FLONYC and the Mayor are introduced by Eugene
- The Mayor delivers remarks and introduces FLONYC
- FLONYC delivers remarks
- FLONYC and The Mayor physically present Pamela with the award
- Ken Gibbs introduces Congresswoman Velazquez
- Congresswoman Velazquez briefly delivers remarks and presents Congressional Record to Pamela
- FLONYC and Mayor stay on stage while Pamela delivers remarks
- FLONYC and Mayor depart

Again, this is what we agreed to yesterday.

Thanks!



---

**From:** Cathy Rought [<mailto:cathy@berlinrosen.com>]  
**Sent:** Tuesday, January 26, 2016 6:00 PM  
**To:** Schustek, Andrew; Parikh, Ishanee  
**Cc:** White, Erin; Sylvie Doppelt; Caquias, Paula; Jodi Cross; Danielle Filson  
**Subject:** RE: Maimonides Gala - Press for Event  
**Importance:** High

We are on a call right now discussing it – we are trying to rework it in a way that streamlines the event, gives the Mayor and First Lady a chance to speak to the 1000+ people that will be in attendance, and also addresses all of the event/speaker needs. Obviously your team is a priority and we will make sure they both have the attention of the masses to honor Pam!

I haven't been involved with the actual program until today, and we are reworking it in real time. My understanding is that both the Mayor and the First Lady are arriving at 730, is that still correct? And the Mayor will be departing at 8pm? Will the First Lady be staying later? We will have a draft around shortly, and we can either jump on a call with you after this one or first thing to talk through if easier than email. Let us know.

---

**From:** Schustek, Andrew [<mailto:aschustek@cityhall.nyc.gov>]  
**Sent:** Tuesday, January 26, 2016 5:50 PM  
**To:** Parikh, Ishanee <[iparikh@cityhall.nyc.gov](mailto:iparikh@cityhall.nyc.gov)>; Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>  
**Cc:** White, Erin <[EWhite@cityhall.nyc.gov](mailto:EWhite@cityhall.nyc.gov)>; Sylvie Doppelt <[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)>; Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>; Jodi Cross <[JCross@maimonidesmed.org](mailto:JCross@maimonidesmed.org)>; Danielle Filson <[Danielle.Filson@berlinrosen.com](mailto:Danielle.Filson@berlinrosen.com)>  
**Subject:** RE: Maimonides Gala - Press for Event

Sylvie, where are we with the run of show?

---

**From:** Parikh, Ishanee  
**Sent:** Tuesday, January 26, 2016 5:50 PM  
**To:** Cathy Rought  
**Cc:** White, Erin; Sylvie Doppelt; Schustek, Andrew; Caquias, Paula; Jodi Cross; Danielle Filson  
**Subject:** Re: Maimonides Gala - Press for Event

Okay thanks - our public schedule just went out

Sent from my iPhone

On Jan 26, 2016, at 5:16 PM, Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)> wrote:

RSVPs should come to me. I will provide updates throughout the day tomorrow on what is confirmed.

---

**From:** White, Erin [<mailto:EWhite@cityhall.nyc.gov>]  
**Sent:** Tuesday, January 26, 2016 5:15 PM  
**To:** Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>; Sylvie Doppelt <[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)>; Schustek, Andrew <[aschustek@cityhall.nyc.gov](mailto:aschustek@cityhall.nyc.gov)>; Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>  
**Cc:** Parikh, Ishanee <[iparikh@cityhall.nyc.gov](mailto:iparikh@cityhall.nyc.gov)>; Jodi Cross <[JCross@maimonidesmed.org](mailto:JCross@maimonidesmed.org)>  
**Subject:** Re: Maimonides Gala - Press for Event

Do press need to RSVP and if so to whom?

Erin White  
Communications Advisor, Office of the Mayor  
347-789-0501

---

**From:** Cathy Rought  
**Sent:** Tuesday, January 26, 2016 4:18 PM  
**To:** White, Erin; Sylvie Doppelt; Schustek, Andrew; Caquias, Paula  
**Cc:** Parikh, Ishanee; Jodi Cross  
**Subject:** RE: Maimonides Gala - Press for Event

Great, OK to circulate now?

---

**From:** White, Erin [<mailto:EWhite@cityhall.nyc.gov>]  
**Sent:** Tuesday, January 26, 2016 4:02 PM  
**To:** Sylvie Doppelt <[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)>; Schustek, Andrew <[aschustek@cityhall.nyc.gov](mailto:aschustek@cityhall.nyc.gov)>; Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>; Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>  
**Cc:** Parikh, Ishanee <[iparikh@cityhall.nyc.gov](mailto:iparikh@cityhall.nyc.gov)>; Jodi Cross <[JCross@maimonidesmed.org](mailto:JCross@maimonidesmed.org)>  
**Subject:** Re: Maimonides Gala - Press for Event

I am ok with advisory.

I agree with Andrew that this ROS is strange. Getting people back to their seats in between the dancing will be impossible. The Mayor and First Lady will be speaking to empty tables. We need to tighten up so that doesn't happen.

Erin White  
Communications Advisor, Office of the Mayor  
347-789-0501

---

**From:** Sylvie Doppelt  
**Sent:** Tuesday, January 26, 2016 1:53 PM  
**To:** Schustek, Andrew; Caquias, Paula;  
'[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)'  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross  
**Subject:** RE: Maimonides Gala - Press for Event

Hi Andrew,

We are thrilled that the Mayor and First Lady will be attending and, after our call with you yesterday noting the anticipated earlier arrival time, we tweaked the run of show to accommodate the Mayor and First Lady's schedules and sequence the program with a short break in between so it is not too many speakers back-to-back for the audience while they are having dinner.

Assuming a 7:30 PM arrival for them both, we would re-open the program once they arrive and are ready to introduce them and have them on stage with Pam. We think it's optimal to then take a short break before Dr. Safyer comes on to introduce Congresswoman Velaquez because that would be about 6-7 speakers back to back. We are happy to discuss this further with you and your team if you have any concerns or further questions.

Thanks,  
Sylvie

---

**From:** Schustek, Andrew [<mailto:aschustek@cityhall.nyc.gov>]  
**Sent:** Tuesday, January 26, 2016 1:39 PM  
**To:** Sylvie Doppelt; Caquias, Paula; '[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)'  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross  
**Subject:** RE: Maimonides Gala - Press for Event

Hi Sylvie,

This is not the same run of show we discussed yesterday on the phone. As discussed and finalized yesterday, we had all agreed that upon arrival at 7:30, the following would take place:

- Mayor and FLONYC arrive
- FLONYC and the Mayor are introduced by

Eugene

- The Mayor delivers remarks and introduces FLONYC
- FLONYC delivers remarks
- FLONYC and The Mayor physically present Pamela with the award
- Ken Gibbs introduces Congresswoman Velazquez
- Congresswoman Velazquez briefly delivers remarks and presents Congressional Record to Pamela
- FLONYC and Mayor stay on stage while Pamela delivers remarks
- FLONYC and Mayor depart

Please advise.

---

**From:** Sylvie Doppelt [<mailto:SDoppelt@maimonidesmed.org>]  
**Sent:** Tuesday, January 26, 2016 1:37 PM  
**To:** Caquias, Paula; '[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)'  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross; Schustek, Andrew  
**Subject:** RE: Maimonides Gala - Press for Event

Absolutely, below is the draft program and VIP list

### **Program for Gala**

#### **6:00 – Cocktail Hour**

#### **7:05 – Program Begins in Main Ballroom**

- Ken Gibbs gives welcome remarks
- Video Tribute to Pam
- Dinner, Music and Dancing

#### **~7:30/7:45 – Mayor and First Lady Arrive**

- Gene Keilin to introduce Mayor and First Lady
- Mayor and First Lady speak and make presentation to Pam
- Dinner, Music and Dancing resume

#### **~8:10 – Program Re-Commences**

- Dr. Steve Safyer says a few words and introduces special guest presentation from Congresswoman Nydia Velazquez
- Congresswoman Velazquez speaks and presents Congressional record to Pam

**8:20 – Honoree Remarks**

- Pam Brier

**8:30 – Closing Remarks**

- Ken Gibbs

**9:00 – Conclusion****VIP List**

- Pam Brier and Peter Aschkenasy – honoree and her husband
- Ken Gibbs – President & CEO, Maimonides Medical Center
- Eugene Keilin – Chair of the Board, Maimonides Medical Center, Co-Founder, KPS Capital Partners, LP
- Erminia Rivera – Vice Chair, Maimonides Board of Trustees
- Jill Furillo – Executive Director, NYS Nurses Association
- Brett Yormark – CEO, Brooklyn Nets & Barclays Center
- Alex Rovt – President, IBE Trade Corp., Trustee, Maimonides Medical Center,
- Steve Safyer – President & CEO, Montefiore Medical Center
- Michael Dowling – President & CEO, Northwell Health System
- Ken Raske – President & CEO, Greater New York Hospital Association
- Ram Raju – President & CEO, New York City Health + Hospitals
- Mark Mundy - CEO, New York Methodist Hospital
- Linda Brady - CEO, Kingsbrook Medical Center
- LaRay Brown - Incoming CEO, Interfaith Hospital
- Mark Toney - Interim CEO, Brookdale Hospital
- Jennifer Raab – President, Hunter College
- Lilliam Paoli – Senior Advisory to Jennifer Raab

Elected Officials who will attend (some might only stay for cocktail hour)

- Rep. Nydia Velazquez
- Rep. Jerrold Nadler
- NYS Senator Martin Golden

- Assemblyman Steven Cymbrowitz
- Assemblyman Dov Hikind
- Councilman David Greenfield
- Councilman Brad Lander
- Councilman Mathieu Eugene

Please let me know if you need anything further.

Sylvie

---

**From:** Caquias, Paula [<mailto:PCaquias@cityhall.nyc.gov>]  
**Sent:** Tuesday, January 26, 2016 12:27 PM  
**To:** Sylvie Doppelt; '[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)'  
**Cc:** Parikh, Ishanee; White, Erin; Jodi Cross; Schustek, Andrew  
**Subject:** Maimonides Gala - Press for Event

Our press team is reviewing the draft. Ishanee from our press team will be in contact with you with any question. The Mayor's public schedule goes out every day in evening.

I have also cc'd Erin, who is the first lady press person for awareness.

Sylvie, can you please send me the VIP list and program?

Best,

Paula

---

**From:** Caquias, Paula  
**Sent:** Tuesday, January 26, 2016 11:26 AM  
**To:** Banks, Angela; White, Erin; Schustek, Andrew  
**Cc:** Salazar-Rodriguez, Prisca  
**Subject:** FW: Maimonides Gala - Press for Event

Please see draft press advisory from Maimonides

---

**From:** Cathy Rought [<mailto:cathy@berlinrosen.com>]  
**Sent:** Tuesday, January 26, 2016 11:25 AM  
**To:** Sylvie Doppelt; Caquias, Paula  
**Cc:** Eileen Tynion  
**Subject:** RE: Maimonides Gala - Press for Event

Hey Paula!

Attached is the draft advisory. Would love to have this go very soon. Pretty basic. When will the mayor's public schedule go live?

I will be onsite to manage and wrangle press for the event. As you know galas are tough, so not sure what kind of turn out we will get. But if the Mayor prefers not to interact with anyone regardless, we can accommodate that. Just let us know his preferences and feel free to connect me with anyone on your comms team.

Thanks for everything and look forward to hearing from you soon.

---

**From:** Sylvie Doppelt

[<mailto:SDoppelt@maimonidesmed.org>]

**Sent:** Tuesday, January 26, 2016 10:56 AM

**To:** Caquias, Paula <[PCaquias@cityhall.nyc.gov](mailto:PCaquias@cityhall.nyc.gov)>

**Cc:** Eileen Tynion <[ETynion@maimonidesmed.org](mailto:ETynion@maimonidesmed.org)>; Cathy Rought <[cathy@berlinrosen.com](mailto:cathy@berlinrosen.com)>

**Subject:** Maimonides Gala - Press for Event

Hi Paula,

It was a pleasure speaking with you yesterday, and thanks so much again for your assistance with coordinating the Mayor's attendance to the Maimonides Gala. We're thrilled he will be attending.

I wanted to follow up regarding your questions on press. We, with support and partnership from BerlinRosen, will be managing press for the event, and we're planning on circulating a media advisory (which we will forward to you shortly).

If you could let us know what the Mayor's preferences are in terms of interacting with press or not, that would be great. I've cc'd my colleague Cathy Rought at BerlinRosen, who will be happy to address any concerns with you.

Thanks so much again, and please feel free to contact me with any questions,  
Sylvie

**Sylvie Doppelt**

Manager, Strategic Initiatives

Department of External Affairs | Maimonides Medical

Center | Brooklyn, NY 11219  
T: 718-283-7041 | M: 224-587-0932  
[SDoppelt@maimonidesmed.org](mailto:SDoppelt@maimonidesmed.org)

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**From:** [Dan Levitan](#)  
**To:** [Henry Goldman](#); [Hinton, Karen](#)  
**Subject:** RE: may I please have a schedule for Iowa?  
**Date:** Thursday, January 28, 2016 4:33:27 PM

---

You will be the first to know!

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@levitandan

-----Original Message-----

From: Henry Goldman (BLOOMBERG/ NEWSROOM:) [<mailto:hgoldman@bloomberg.net>]  
Sent: Thursday, January 28, 2016 4:32 PM  
To: Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)>; [KHINTON@CITYHALL.NYC.GOV](mailto:KHINTON@CITYHALL.NYC.GOV)  
Subject: may I please have a schedule for Iowa?

I have reporters in Iowa who need to be deployed to cover Bill's trip to Iowa. Can you please give me information about where and when he will be once he arrives?

**From:** [Hinton, Karen](#)  
**To:** "Henry Goldman"; [edeprez@bloomberg.net](mailto:edeprez@bloomberg.net); [Dan@berlinrosen.com](mailto:Dan@berlinrosen.com)  
**Subject:** RE: Fwd:PUBLIC SCHEDULE FOR MAYOR BILL DE BLASIO FOR FRIDAY, JANUARY 29 THROUGH TUESDAY, FEBRUARY 2, 2016  
**Date:** Thursday, January 28, 2016 5:44:56 PM  
**Attachments:** [image001.png](#)

---

Henry – We don't know the exact location – as in street address – but we will know Friday. He won't start canvassing until Saturday.

I think you are overreacting.

---

**From:** Henry Goldman (BLOOMBERG/ NEWSROOM:) [<mailto:hgoldman@bloomberg.net>]  
**Sent:** Thursday, January 28, 2016 5:41 PM  
**To:** [edeprez@bloomberg.net](mailto:edeprez@bloomberg.net); [Dan@berlinrosen.com](mailto:Dan@berlinrosen.com); Hinton, Karen  
**Subject:** RE: Fwd:PUBLIC SCHEDULE FOR MAYOR BILL DE BLASIO FOR FRIDAY, JANUARY 29 THROUGH TUESDAY, FEBRUARY 2, 2016

It's a bit ridiculous for him to go out there, and expect news coverage, and then not be prepared with an itinerary...you think we care about the damn gaggle? We want to see where he is, and talk to the people he interacts with. It's now a story that you don't know where he will be. That you are just not prepared for this.

From: [KHinton@cityhall.nyc.gov](mailto:KHinton@cityhall.nyc.gov) At: Jan 28 2016 17:39:19  
To: [Henry Goldman \(BLOOMBERG/ NEWSROOM:\)](#), [Dan@berlinrosen.com](mailto:Dan@berlinrosen.com)  
Subject: RE: Fwd:PUBLIC SCHEDULE FOR MAYOR BILL DE BLASIO FOR FRIDAY, JANUARY 29 THROUGH TUESDAY, FEBRUARY 2, 2016

Well, I really don't know how to respond to your question, Mr. Goldman!

He will be canvassing. We will provide reporters – including you – the location of a gaggle he will do every day in plenty of time for anyone to be there. We don't know the location yet.

---

**From:** Henry Goldman (BLOOMBERG/ NEWSROOM:) [<mailto:hgoldman@bloomberg.net>]  
**Sent:** Thursday, January 28, 2016 5:30 PM  
**To:** Hinton, Karen; [Dan@berlinrosen.com](mailto:Dan@berlinrosen.com)  
**Subject:** Fwd:PUBLIC SCHEDULE FOR MAYOR BILL DE BLASIO FOR FRIDAY, JANUARY 29 THROUGH TUESDAY, FEBRUARY 2, 2016

Do you have a schedule or does this now become part of the story?

From: [pressoffice@cityhall.nyc.gov](mailto:pressoffice@cityhall.nyc.gov) At: Jan 28 2016 17:27:22  
To: [pressoffice@cityhall.nyc.gov](mailto:pressoffice@cityhall.nyc.gov)  
Subject: Fwd:PUBLIC SCHEDULE FOR MAYOR BILL DE BLASIO FOR FRIDAY, JANUARY 29 THROUGH TUESDAY, FEBRUARY 2, 2016



THE CITY OF NEW YORK  
OFFICE OF THE MAYOR  
NEW YORK, NY 10007

**FOR IMMEDIATE RELEASE**

**CONTACT:** [pressoffice@cityhall.nyc.gov](mailto:pressoffice@cityhall.nyc.gov), (212) 788-2958

**PUBLIC SCHEDULE FOR MAYOR BILL DE BLASIO FOR  
FRIDAY, JANUARY 29 THROUGH TUESDAY, FEBRUARY  
2, 2016**

*On Friday, Mayor de Blasio will travel to Iowa. He will return to New York City Tuesday evening. For further details, contact Dan Levitan at [dan@berlinrosen.com](mailto:dan@berlinrosen.com).*

###

**From:** [Adams Baker, Marti](#)  
**To:** "[hgoldman@bloomberg.net](#)"; [Hinton, Karen](#); "[Dan@berlinrosen.com](#)"; "[jonathan@berlinrosen.com](#)"  
**Subject:** Re: Fwd:Mayor in Iowa: Saturday  
**Date:** Friday, January 29, 2016 5:58:28 PM

---

I only sent to folks who are here  
Will add you to the list

---

**From:** Henry Goldman (BLOOMBERG/ NEWSROOM:) [mailto:[hgoldman@bloomberg.net](mailto:hgoldman@bloomberg.net)]  
**Sent:** Friday, January 29, 2016 04:50 PM  
**To:** Hinton, Karen; [Dan@berlinrosen.com](mailto:Dan@berlinrosen.com) <[Dan@berlinrosen.com](mailto:Dan@berlinrosen.com)>; [jonathan@berlinrosen.com](mailto:jonathan@berlinrosen.com) <[jonathan@berlinrosen.com](mailto:jonathan@berlinrosen.com)>; Adams Baker, Marti  
**Subject:** Fwd:Mayor in Iowa: Saturday

Include me on all future emails please. I don't know how many emails I have to send to you Dan, before I'm included on this list. [Hgoldman@bloomberg.net](mailto:Hgoldman@bloomberg.net)

From: Esmé E. Deprez (BLOOMBERG/ LOS ANGEL) At: Jan 29 2016 17:39:27  
To: [Henry Goldman \(BLOOMBERG/ NEWSROOM:\)](#), [Stephen Merelman \(BLOOMBERG/ NEWSROOM:\)](#)  
Subject: Fwd:Mayor in Iowa: Saturday

So nothing tonight then...

----- Original Message -----

From: Adams Baker, Marti <[MAadams@cityhall.nyc.gov](mailto:MAadams@cityhall.nyc.gov)>  
To: ESME E. DEPREZ, [jfermino@nydailynews.com](mailto:jfermino@nydailynews.com), [MLennihan@ap.org](mailto:MLennihan@ap.org),  
[bbergin@wnyc.org](mailto:bbergin@wnyc.org), [dave.b.evans@abc.com](mailto:dave.b.evans@abc.com), [gearle@nypost.com](mailto:gearle@nypost.com),  
[grynbaum@nytimes.com](mailto:grynbaum@nytimes.com), [josha.dawsey@dowjones.com](mailto:josha.dawsey@dowjones.com), [joshua.robin@ny1news.com](mailto:joshua.robin@ny1news.com),  
[lnahmias@politico.com](mailto:lnahmias@politico.com), [melissa.russo@nbcuni.com](mailto:melissa.russo@nbcuni.com)  
CC: [AHagelgans@cityhall.nyc.gov](mailto:AHagelgans@cityhall.nyc.gov)  
At: 29-Jan-2016 16:16:04

Hi folks:

**Off the Record/For planning purposes only:** The Mayor will be volunteering for his long-time friend by rallying with volunteers at canvass kick offs, knocking on doors and phone banking on Saturday, Sunday and Monday. He is not scheduled to appear alongside Secretary Clinton at this time.

We plan to facilitate an on-topic gaggle tomorrow and Sunday. We will also do our best to accommodate interview requests and provide you with the opportunity to observe the mayor engaging with caucus goers. More on those opportunities to come.

See below for details on tomorrow's gaggle, in Des Moines.

Approximately 3:15 PM  
Gaggle following Canvass Kick Off  
4129 Forest Avenue  
Des Moines, IA

Please call or email w any questions. [REDACTED]

Many thanks,  
Marti

Sent from my iPhone

**From:** [Oppedisano, Joan](#)  
**To:** ["Mandela Jones"](#)  
**Subject:** lunch w/ Marco  
**Date:** Tuesday, February 02, 2016 3:41:49 PM

---

Hey Mandela

Are you available to meet Marco for lunch next Friday 2/12?

Thanks

Joan

**From:** [DeLoach, Michael](#)  
**To:** [Jeremy Soffin](#)  
**Cc:** [Wiley Norvell](#); [ahogrebe@edc.nyc](mailto:ahogrebe@edc.nyc)  
**Subject:** Re: Jeremy, Michael and Anthony  
**Date:** Thursday, February 04, 2016 9:26:06 AM

---

I'm handling electeds. Need your help on outside validation. We also have ABNY.

> On Feb 4, 2016, at 9:21 AM, Jeremy Soffin <[jeremy@berlinrosen.com](mailto:jeremy@berlinrosen.com)> wrote:

>

> Can we do a call to go over validator lists?

>

>

>

> Jeremy Soffin

> BerlinRosen Public Affairs

> 646-200-5318

> 917-860-9076

>

>

> -----Original Message-----

> From: DeLoach, Michael [<mailto:mdeloach@cityhall.nyc.gov>]

> Sent: Wednesday, February 03, 2016 10:47 PM

> To: Wiley Norvell

> Cc: Jeremy Soffin; [ahogrebe@edc.nyc](mailto:ahogrebe@edc.nyc)

> Subject: Re: Jeremy, Michael and Anthony

>

> For BQX right?

>

> Governors Island going out in am right?

>

>

>

>> On Feb 3, 2016, at 10:46 PM, Wiley Norvell <[REDACTED]> wrote:

>>

>> We envision sending out a release tomorrow afternoon. Please coordinate on validator quotes!

**From:** [DeLoach, Michael](#)  
**To:** [Jeremy Soffin](#)  
**Cc:** [Wiley Norvell](#); [ahogrebe@edc.nyc](mailto:ahogrebe@edc.nyc)  
**Subject:** RE: Jeremy, Michael and Anthony  
**Date:** Thursday, February 04, 2016 9:28:00 AM

---

No, I really don't have time to do a call.  
What's up?

---

From: Jeremy Soffin [[jeremy@berlinrosen.com](mailto:jeremy@berlinrosen.com)]  
Sent: Thursday, February 04, 2016 9:27 AM  
To: DeLoach, Michael  
Cc: Wiley Norvell; [ahogrebe@edc.nyc](mailto:ahogrebe@edc.nyc)  
Subject: RE: Jeremy, Michael and Anthony

Can we just do a quick call to coordinate? There's lots of moving pieces here.

Jeremy Soffin  
BerlinRosen Public Affairs  
646-200-5318  
917-860-9076

-----Original Message-----

From: DeLoach, Michael [<mailto:mdeloach@cityhall.nyc.gov>]  
Sent: Thursday, February 04, 2016 9:26 AM  
To: Jeremy Soffin  
Cc: Wiley Norvell; [ahogrebe@edc.nyc](mailto:ahogrebe@edc.nyc)  
Subject: Re: Jeremy, Michael and Anthony

I'm handling electeds. Need your help on outside validation. We also have ABNY.

> On Feb 4, 2016, at 9:21 AM, Jeremy Soffin <[jeremy@berlinrosen.com](mailto:jeremy@berlinrosen.com)> wrote:  
>  
> Can we do a call to go over validator lists?  
>  
>  
>  
> Jeremy Soffin  
> BerlinRosen Public Affairs  
> 646-200-5318  
> 917-860-9076  
>  
>  
> -----Original Message-----  
> From: DeLoach, Michael [<mailto:mdeloach@cityhall.nyc.gov>]  
> Sent: Wednesday, February 03, 2016 10:47 PM  
> To: Wiley Norvell  
> Cc: Jeremy Soffin; [ahogrebe@edc.nyc](mailto:ahogrebe@edc.nyc)  
> Subject: Re: Jeremy, Michael and Anthony  
>  
> For BQX right?  
>  
> Governors Island going out in am right?



>  
>  
>

>> On Feb 3, 2016, at 10:46 PM, Wiley Norvell <[REDACTED]> wrote:

>>

>> We envision sending out a release tomorrow afternoon. Please coordinate on validator quotes!

**From:** [Jeremy Soffin](#)  
**To:** [DeLoach, Michael](#)  
**Subject:** RE: Jeremy, Michael and Anthony  
**Date:** Thursday, February 04, 2016 9:43:38 AM

---

All good

Jeremy Soffin  
BerlinRosen Public Affairs  
646-200-5318  
917-860-9076

-----Original Message-----

From: DeLoach, Michael [<mailto:mdeloach@cityhall.nyc.gov>]  
Sent: Thursday, February 04, 2016 9:43 AM  
To: Jeremy Soffin  
Subject: Re: Jeremy, Michael and Anthony

Sorry - just slammed  
What's concern?

> On Feb 4, 2016, at 9:27 AM, Jeremy Soffin <[jeremy@berlinrosen.com](mailto:jeremy@berlinrosen.com)> wrote:

>

> Can we just do a quick call to coordinate? There's lots of moving pieces here.

>

>

>

> Jeremy Soffin  
> BerlinRosen Public Affairs  
> 646-200-5318  
> 917-860-9076

>

>

> -----Original Message-----

> From: DeLoach, Michael [<mailto:mdeloach@cityhall.nyc.gov>]

> Sent: Thursday, February 04, 2016 9:26 AM

> To: Jeremy Soffin

> Cc: Wiley Norvell; [ahogrebe@edc.nyc](mailto:ahogrebe@edc.nyc)

> Subject: Re: Jeremy, Michael and Anthony

>

> I'm handling electeds. Need your help on outside validation. We also have ABNY.

>

>

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>>

>>

>>

>> Jeremy Soffin  
>> BerlinRosen Public Affairs  
>> 646-200-5318  
>> 917-860-9076

>>

>>

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>> From: DeLoach, Michael [<mailto:mdeloach@cityhall.nyc.gov>]

>> Sent: Wednesday, February 03, 2016 10:47 PM

>> To: Wiley Norvell

>> Cc: Jeremy Soffin; ahogrebe@edc.nyc

>> Subject: Re: Jeremy, Michael and Anthony

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>> For BQX right?

>>

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>>

>>

>>

>>> On Feb 3, 2016, at 10:46 PM, Wiley Norvell <[REDACTED]> wrote:

>>>

>>> We envision sending out a release tomorrow afternoon. Please coordinate on validator quotes!

**From:** [Zuniga, Andrea](mailto:Zuniga.Andrea)  
**To:** [matt@berlinrosen.com](mailto:matt@berlinrosen.com)  
**Subject:** FW: Streetcar quote  
**Date:** Thursday, February 04, 2016 12:27:00 PM

---

Hi Matt-

Can you let me know if there are other requests into Members of Congress?

I want to avoid multiple requests (and I had a request into Maloney too)

Andrea Zuniga  
Director of Federal Affairs  
New York City, Office of the Mayor  
[azuniga@cityhall.nyc.gov](mailto:azuniga@cityhall.nyc.gov)  
cell: 917-847-6593

---

**From:** Harman, Grace [<mailto:Grace.Harman@mail.house.gov>]  
**Sent:** Thursday, February 04, 2016 12:25 PM  
**To:** Zuniga, Andrea  
**Cc:** Elias, Minna  
**Subject:** FW: Streetcar quote

---

**From:** Matt Tepper [<mailto:matt@berlinrosen.com>]  
**Sent:** Thursday, February 04, 2016 12:20 PM  
**To:** Harman, Grace  
**Subject:** RE: Streetcar quote

Thanks!

---

**From:** Harman, Grace [<mailto:Grace.Harman@mail.house.gov>]  
**Sent:** Thursday, February 04, 2016 12:16 PM  
**To:** Matt Tepper  
**Subject:** Streetcar quote

Hi Matt,

Here is the Congresswoman's quote! Please let me know if you need anything else.

"I am delighted that Mayor de Blasio is embracing the concept of light rail to connect Brooklyn and Queens along the East River. His enthusiastic support is going to take an idea from concept to reality, and it will be a great boon for the growing waterfront communities in Brooklyn and Queens," said **Congresswoman Carolyn B. Maloney (NY-12)**. "Recognizing that these areas are becoming increasingly desirable for residents and high tech entrepreneurs, I have supported the idea since it was first proposed, and I am thrilled that Mayor de Blasio has made this project a

priority. The new streetcar will greatly increase the accessibility of areas that aren't served by the subway and bring a new alternative to underserved areas."

Best,  
Grace Harman  
NY Press Secretary  
Office of Congresswoman Carolyn B. Maloney  
1651 Third Avenue, Suite 311  
New York, NY 10128  
(T) 212-860-0606  
(C) 929-260-5935

**From:** [Jeremy Soffin](#)  
**To:** [DeLoach, Michael](#); [Matt Tepper Gmail](#)  
**Cc:** [Anthony Hoglebe \(ahoglebe@edc.nyc\)](#); [Blatt, Rebecca](#); [Norvell, Wiley](#); [Velani, Sonam](#)  
**Subject:** RE: BQX Press conference  
**Date:** Thursday, February 04, 2016 4:15:48 PM

---

Got it.

Jeremy Soffin  
BerlinRosen Public Affairs  
646-200-5318  
917-860-9076

-----Original Message-----

From: DeLoach, Michael [<mailto:mdeloach@cityhall.nyc.gov>]  
Sent: Thursday, February 04, 2016 4:15 PM  
To: Jeremy Soffin; Matt Tepper Gmail  
Cc: Anthony Hoglebe (ahoglebe@edc.nyc); Blatt, Rebecca; Norvell, Wiley; Velani, Sonam  
Subject: RE: BQX Press conference

It's confirmed for 10:30am.

RPA would definitely speak. More so flagging for others.

-----Original Message-----

From: Jeremy Soffin [<mailto:jeremy@berlinrosen.com>]  
Sent: Thursday, February 04, 2016 4:14 PM  
To: DeLoach, Michael; Matt Tepper Gmail  
Cc: Anthony Hoglebe (ahoglebe@edc.nyc); Blatt, Rebecca; Norvell, Wiley; Velani, Sonam  
Subject: RE: BQX Press conference

Okay, just to clarify:

--is it definitely at 10:30? Marti suggested it might move to 12 --I had been trying to line up RPA to speak as a transit validator...is that no longer needed? (FWIW, he can do 10:30 but not 12)

Jeremy Soffin  
BerlinRosen Public Affairs  
646-200-5318  
917-860-9076

-----Original Message-----

From: DeLoach, Michael [<mailto:mdeloach@cityhall.nyc.gov>]  
Sent: Thursday, February 04, 2016 4:12 PM  
To: Jeremy Soffin; Matt Tepper Gmail  
Cc: Anthony Hoglebe (ahoglebe@edc.nyc); Blatt, Rebecca; Norvell, Wiley; Velani, Sonam  
Subject: BQX Press conference

Jeremy/Matt,

Mayor is doing a press conference tomorrow to amplify the BQX announcement. Below are details.

We've already invited all of the elected officials but would love your help in communicating the event to the additional stakeholders. We are happy to accommodate anyone who would like to attend but unlikely anyone will be speaking.

Event: BQX Amplification Event  
Date: Friday, February 5, 2016  
Time: 10:30 AM  
Location: Red Hook East/Joseph Miccio Community Center, 110 W 9th St, Brooklyn

Can you help us spread the word?

Thanks!  
Michael

**From:** [Jeremy Soffin](#)  
**To:** [DeLoach, Michael](#); [Matt Tepper Gmail](#)  
**Cc:** [Anthony Hoglebe \(ahoglebe@edc.nyc\)](#); [Blatt, Rebecca](#); [Norvell, Wiley](#); [Velani, Sonam](#)  
**Subject:** RE: BQX Press conference  
**Date:** Thursday, February 04, 2016 5:10:16 PM

---

Tom Wright from RPA is confirmed to attend and speak.  
If you need to vet him, [REDACTED]

Jeremy Soffin  
BerlinRosen Public Affairs  
646-200-5318  
917-860-9076

-----Original Message-----

From: DeLoach, Michael [<mailto:mdeloach@cityhall.nyc.gov>]  
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Can you help us spread the word?

Thanks!  
Michael

**From:** [DeLoach, Michael](#)  
**To:** [Jeremy Soffin](#)  
**Cc:** [Norvell, Wiley](#); [Matt Tepper Gmail](#); [ahogrebe@edc.nyc](mailto:ahogrebe@edc.nyc); [Blatt, Rebecca](#); [Velani, Sonam](#)  
**Subject:** Re: BQX Press conference  
**Date:** Friday, February 05, 2016 7:50:09 AM

---

Menchaca  
Ydanis  
Reynoso  
Van Bramer (maybe)  
Ortiz  
Gianaris  
Nydia

Many others maybe as well

> On Feb 5, 2016, at 7:48 AM, Jeremy Soffin <[jeremy@berlinrosen.com](mailto:jeremy@berlinrosen.com)> wrote:

>

> We have a number of community groups bringing numbers.

> Which electeds are coming?

>

>> On Feb 5, 2016, at 7:37 AM, Norvell, Wiley <[WNorvell@cityhall.nyc.gov](mailto:WNorvell@cityhall.nyc.gov)> wrote:

>>

>> Good. Happy to have Sam Schwartz, any of that ilk.

>>

>>> On 2/5/16, 7:30 AM, "Jeremy Soffin" <[jeremy@berlinrosen.com](mailto:jeremy@berlinrosen.com)> wrote:

>>>

>>> They are both aware, I can push, they will want to speak.

>>> Red Hook Initiative can bring as many people as you want, young NYCHA

>>> residents they work with.

>>>

>>>> On Feb 5, 2016, at 7:29 AM, Norvell, Wiley <[WNorvell@cityhall.nyc.gov](mailto:WNorvell@cityhall.nyc.gov)>

>>>> wrote:

>>>>

>>>>> On 2/5/16, 7:20 AM, "Jeremy Soffin" <[jeremy@berlinrosen.com](mailto:jeremy@berlinrosen.com)> wrote:

>>>>>

>>>>> We focused on our community org types since thought that was the theme,

>>>>> making sure everyone knows.

>>>>>

>>>>>

>>>>>> On Feb 4, 2016, at 11:42 PM, DeLoach, Michael

>>>>>> <[mdeloach@cityhall.nyc.gov](mailto:mdeloach@cityhall.nyc.gov)> wrote:

>>>>>>

>>>>>> Jeremy,

>>>>>>

>>>>>>> Did you heads up/invite anyone in addition to RPA. I know Carlo wasn't

>>>>>>> invited so fearing no one else knows

>>>>>>>

>>>>>>> Let me know.

>>>>>>>

>>>>>>> Thx

>>>>>>>

>>>>>>> ----- Original Message -----

>>>>>>> From: DeLoach, Michael

>>>>>>> Sent: Thursday, February 04, 2016 04:11 PM

>>>>>>> To: Jeremy Soffin <[jeremy@berlinrosen.com](mailto:jeremy@berlinrosen.com)>; [REDACTED]

>>>>> <[REDACTED]>  
>>>>> Cc: Anthony Hoglebe (ahoglebe@edc.nyc) <ahoglebe@edc.nyc>; Blatt,  
>>>>> Rebecca; Norvell, Wiley; Velani, Sonam  
>>>>> Subject: BQX Press conference  
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>>>>> Jeremy/Matt,  
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>>>>> Event: BQX Amplification Event  
>>>>> Date: Friday, February 5, 2016  
>>>>> Time: 10:30 AM  
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>>>>>  
>>>>> Can you help us spread the word?  
>>>>>  
>>>>> Thanks!  
>>>>> Michael  
>>

**From:** [Jeremy Soffin](#)  
**To:** [DeLoach, Michael](#)  
**Cc:** [Norvell, Wiley](#); [Matt Tepper Gmail](#); [ahogrebe@edc.nyc](mailto:ahogrebe@edc.nyc); [Blatt, Rebecca](#); [Velani, Sonam](#)  
**Subject:** Re: BQX Press conference  
**Date:** Friday, February 05, 2016 7:56:45 AM

---

Yes compiling now

> On Feb 5, 2016, at 7:51 AM, DeLoach, Michael <mdeloach@cityhall.nyc.gov> wrote:  
>  
> Can you send me rundown of your folks so I know who Mayor should be acknowledging pls?  
>  
>  
>  
>> On Feb 5, 2016, at 7:48 AM, Jeremy Soffin <jeremy@berlinrosen.com> wrote:  
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>>>>>>>  
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>>>>>>> invited so fearing no one else knows  
>>>>>>>  
>>>>>>> Let me know.  
>>>>>>>  
>>>>>>> Thx  
>>>>>>>  
>>>>>>> ----- Original Message -----  
>>>>>>> From: DeLoach, Michael  
>>>>>>> Sent: Thursday, February 04, 2016 04:11 PM  
>>>>>>> To: Jeremy Soffin <jeremy@berlinrosen.com>; [REDACTED]  
>>>>>>> <[REDACTED]>  
>>>>>>> Cc: Anthony Hoglebe (ahogrebe@edc.nyc) <ahogrebe@edc.nyc>; Blatt,  
>>>>>>> Rebecca; Norvell, Wiley; Velani, Sonam  
>>>>>>> Subject: BQX Press conference

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>>>>>> Can you help us spread the word?  
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>>>>>> Thanks!  
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**From:** [DeLoach, Michael](#)  
**To:** [Jeremy Soffin](#)  
**Cc:** [Norvell, Wiley](#); [Matt Tepper Gmail](#); [ahogrebe@edc.nyc](mailto:ahogrebe@edc.nyc); [Blatt, Rebecca](#); [Velani, Sonam](#)  
**Subject:** Re: BQX Press conference  
**Date:** Friday, February 05, 2016 8:01:16 AM

---

I've spoken to Tucker  
We're fine  
Again will likely be able to

> On Feb 5, 2016, at 8:00 AM, Jeremy Soffin <[jeremy@berlinrosen.com](mailto:jeremy@berlinrosen.com)> wrote:  
>  
> Ok I don't think they'll come otherwise  
>  
>> On Feb 5, 2016, at 7:59 AM, DeLoach, Michael <[mdeloach@cityhall.nyc.gov](mailto:mdeloach@cityhall.nyc.gov)> wrote:  
>>  
>> Not 100% but will try  
>>  
>>  
>>  
>>> On Feb 5, 2016, at 7:57 AM, Jeremy Soffin <[jeremy@berlinrosen.com](mailto:jeremy@berlinrosen.com)> wrote:  
>>>  
>>> Carlo and Tucker really need to speak. Is that doable? They will be very brief.  
>>>  
>>>> On Feb 5, 2016, at 7:29 AM, Norvell, Wiley <[WNorvell@cityhall.nyc.gov](mailto:WNorvell@cityhall.nyc.gov)> wrote:  
>>>>  
>>>> Can we get Carlo and Tucker there? Can we do a last-minute push to pack  
>>>> the room?  
>>>>  
>>>>> On 2/5/16, 7:20 AM, "Jeremy Soffin" <[jeremy@berlinrosen.com](mailto:jeremy@berlinrosen.com)> wrote:  
>>>>>  
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>>>>>>> Cc: Anthony Hoglebe ([ahogrebe@edc.nyc](mailto:ahogrebe@edc.nyc)) <[ahogrebe@edc.nyc](mailto:ahogrebe@edc.nyc)>; Blatt,  
>>>>>>> Rebecca; Norvell, Wiley; Velani, Sonam  
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>>>>> Can you help us spread the word?  
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>>>>> Michael  
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**From:** [Jeremy Soffin](#)  
**To:** [DeLoach, Michael](#)  
**Cc:** [Norvell, Wiley](#); [Matt Tepper Gmail](#); [ahogrebe@edc.nyc](mailto:ahogrebe@edc.nyc); [Blatt, Rebecca](#); [Velani, Sonam](#)  
**Subject:** Re: BOX Press conference  
**Date:** Friday, February 05, 2016 8:11:31 AM

---

So far:

Jill Eisenhard, Red Hook Initiative  
Ed Brown, Community Education Council  
Tucker Reed, Downtown Brooklyn Partnership  
Carlo Scissura, Brooklyn Chamber  
Tom Wright, Regional Plan Association  
Rob Solano, Churches United for Fair Housing  
TBD, Fifth Avenue Committee

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at  
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DeLoach,  
Michael

<[mdeloach@cityhall.nyc.gov](mailto:mdeloach@cityhall.nyc.gov)

>

wrote:

Jeremy,

Did  
you  
heads  
up/invite  
anyone  
in  
addition  
to  
RPA. I  
know  
Carlo  
wasn't

invited  
so  
fearing  
no  
one  
else  
knows

Let  
me  
know.

Thx

-----  
Original  
Message  
-----

From:  
DeLoach,  
Michael

Sent:  
Thursday,  
February  
04,  
2016  
04:11  
PM

To:  
Jeremy  
Soffin  
<[jeremy@berlinrosen.com](mailto:jeremy@berlinrosen.com)

>;

[REDACTED]

<[REDACTED]

>

Cc:  
Anthony  
Hogrebe  
([ahogrebe@edc.nyc](mailto:ahogrebe@edc.nyc)  
)  
<[ahogrebe@edc.nyc](mailto:ahogrebe@edc.nyc)

>;

Blatt,

Rebecca;  
Norvell,  
Wiley;  
Velani,  
Sonam

Subject:  
BQX  
Press  
conference

Jeremy/Matt,

Mayor  
is  
doing  
a  
press  
conference

tomorrow  
to  
amplify  
the  
BQX

announcement.  
Below  
are  
details.  
We've  
already  
invited  
all of  
the

elected  
officials  
but  
would  
love  
your  
help in  
communicating  
the  
event

to

the  
additional  
stakeholders.  
We  
are  
happy  
to  
accommodate  
anyone  
who

would  
like to  
attend  
but  
unlikely  
anyone  
will be  
speaking.

Event: BQX  
Amplification  
Event

Date: Friday,  
February  
5,  
2016

Time: 10:30  
AM

Location: Red  
Hook  
East/Joseph  
Miccio  
Community  
Center,  
110 W  
9th  
St,  
Brooklyn

Can  
you  
help  
us  
spread  
the  
word?

Thanks!

Michael

**From:** [Jeremy Soffin](#)  
**To:** [DeLoach, Michael](#)  
**Cc:** [Norvell, Wiley](#); [Matt Tepper Gmail](#); [ahogrebe@edc.nyc](mailto:ahogrebe@edc.nyc); [Blatt, Rebecca](#); [Velani, Sonam](#)  
**Subject:** RE: BOX Press conference  
**Date:** Friday, February 05, 2016 8:48:01 AM

---

+ Alexandria Sica, DUMBO Improvement District

Jill Eisenhard, Red Hook Initiative

Ed Brown, Community Education Council

Tucker Reed, Downtown Brooklyn Partnership

Carlo Scissura, Brooklyn Chamber

Tom Wright, Regional Plan Association

Rob Solano, Churches United for Fair Housing

TBD, Fifth Avenue Committee

On Feb 5, 2016, at 7:51 AM, DeLoach, Michael <[mdeloach@cityhall.nyc.gov](mailto:mdeloach@cityhall.nyc.gov)> wrote:

Can you send me rundown of your folks so I know who Mayor should be acknowledging pls?

On Feb 5, 2016, at 7:48 AM, Jeremy Soffin <[jeremy@berlinrosen.com](mailto:jeremy@berlinrosen.com)> wrote:

We have a number of community groups bringing numbers.  
Which electeds are coming?

On Feb 5, 2016, at 7:37 AM, Norvell, Wiley  
<[WNorvell@cityhall.nyc.gov](mailto:WNorvell@cityhall.nyc.gov)> wrote:

Good. Happy to have Sam Schwartz, any of that ilk.

On 2/5/16, 7:30 AM, "Jeremy Soffin"  
<[jeremy@berlinrosen.com](mailto:jeremy@berlinrosen.com)> wrote:

They are both aware, I can push, they will

want to speak.

Red Hook Initiative can bring as many people as you want, young NYCHA residents they work with.

On Feb 5, 2016, at 7:29 AM,  
Norvell, Wiley  
<[WNorvell@cityhall.nyc.gov](mailto:WNorvell@cityhall.nyc.gov)>

wrote:

On 2/5/16, 7:20  
AM, "Jeremy  
Soffin"  
<[jeremy@berlinrosen.com](mailto:jeremy@berlinrosen.com)  
> wrote:

We focused on our  
community org  
types since thought  
that was the theme,  
making sure  
everyone knows.

On Feb  
4,  
2016,  
at  
11:42  
PM,  
DeLoach,  
Michael  
<[mdeloach@cityhall.nyc.gov](mailto:mdeloach@cityhall.nyc.gov)  
>  
wrote:

Jeremy,

Did  
you  
heads  
up/invite  
anyone  
in

addition  
to  
RPA. I  
know  
Carlo  
wasn't  
invited  
so  
fearing  
no one  
else  
knows

Let me  
know.

Thx

-----  
Original  
Message

-----  
From:  
DeLoach,  
Michael

Sent:  
Thursday,  
February  
04,  
2016  
04:11  
PM

To:  
Jeremy  
Soffin  
<[jeremy@berlinrosen.com](mailto:jeremy@berlinrosen.com)

>;

[REDACTED]

<[REDACTED]

>

Cc:  
Anthony  
Hogrebe  
([ahogrebe@edc.nyc](mailto:ahogrebe@edc.nyc)  
)



[ahogrebe@edc.nyc](mailto:ahogrebe@edc.nyc)

>

Blatt,

Rebecca;

Norvell,

Wiley;

Velani,

Sonam

Subject:

BQX

Press

conference

Jeremy/Matt,

Mayor

is

doing

a press

conference

tomorrow

to

amplify

the

BQX

announcement.

Below

are

details.

We've

already

invited

all of

the

elected

officials

but

would

love

your

help in

communicating

the

event

to

the

additional

stakeholders.  
We are  
happy  
to  
accommodate  
anyone  
who  
would  
like to  
attend  
but  
unlikely  
anyone  
will be  
speaking.

Event: BQX  
Amplification  
Event  
Date: Friday,  
February  
5, 2016  
Time: 10:30  
AM  
Location: Red  
Hook  
East/Joseph  
Miccio  
Community  
Center,  
110 W  
9th St,  
Brooklyn

Can  
you  
help us  
spread  
the  
word?

Thanks!  
Michael

**From:** [Jeremy Soffin](#)  
**To:** [DeLoach, Michael](#); [Anthony Hoglebe](#)  
**Subject:** RE: Presser cancelled because of crane  
**Date:** Friday, February 05, 2016 9:16:48 AM

---

Yes will do.  
Good luck, very sorry to hear about it.

Jeremy Soffin  
BerlinRosen Public Affairs  
646-200-5318  
917-860-9076

-----Original Message-----  
From: DeLoach, Michael [<mailto:mdeloach@cityhall.nyc.gov>]  
Sent: Friday, February 05, 2016 9:16 AM  
To: Jeremy Soffin; Anthony Hoglebe  
Subject: Presser cancelled because of crane

Can you pls let folks know

**From:** [Restler, Lincoln](#)  
**To:** ["Dan Levitan"](#); ["Michael Rabinowitz"](#)  
**Subject:** Favor - phone call with guy about berlin rosen  
**Date:** Friday, February 05, 2016 10:46:10 AM  
**Attachments:** [REDACTED] [\\_Resume.pdf](#)

---

Hey Dan and Mike –

Hope you are both doing real well. I am sorry to bug you – but was wondering if either of you could be cajoled into doing a phone call with a guy currently working [REDACTED] – who is interested in transitioning into strategic coms.

He has heard great stuff about Berlin Rosen and I was wondering if either of would be willing to tell him a bit about what you guys do and the skills someone needs to be successful in your world.

Thanks a lot for considering this.

Lincoln

---

**From:** Bershadskaya, Eleonora  
**Sent:** Tuesday, February 02, 2016 1:07 PM  
**To:** Restler, Lincoln  
**Subject:** Friend interested in learning abt Berlin Rosen

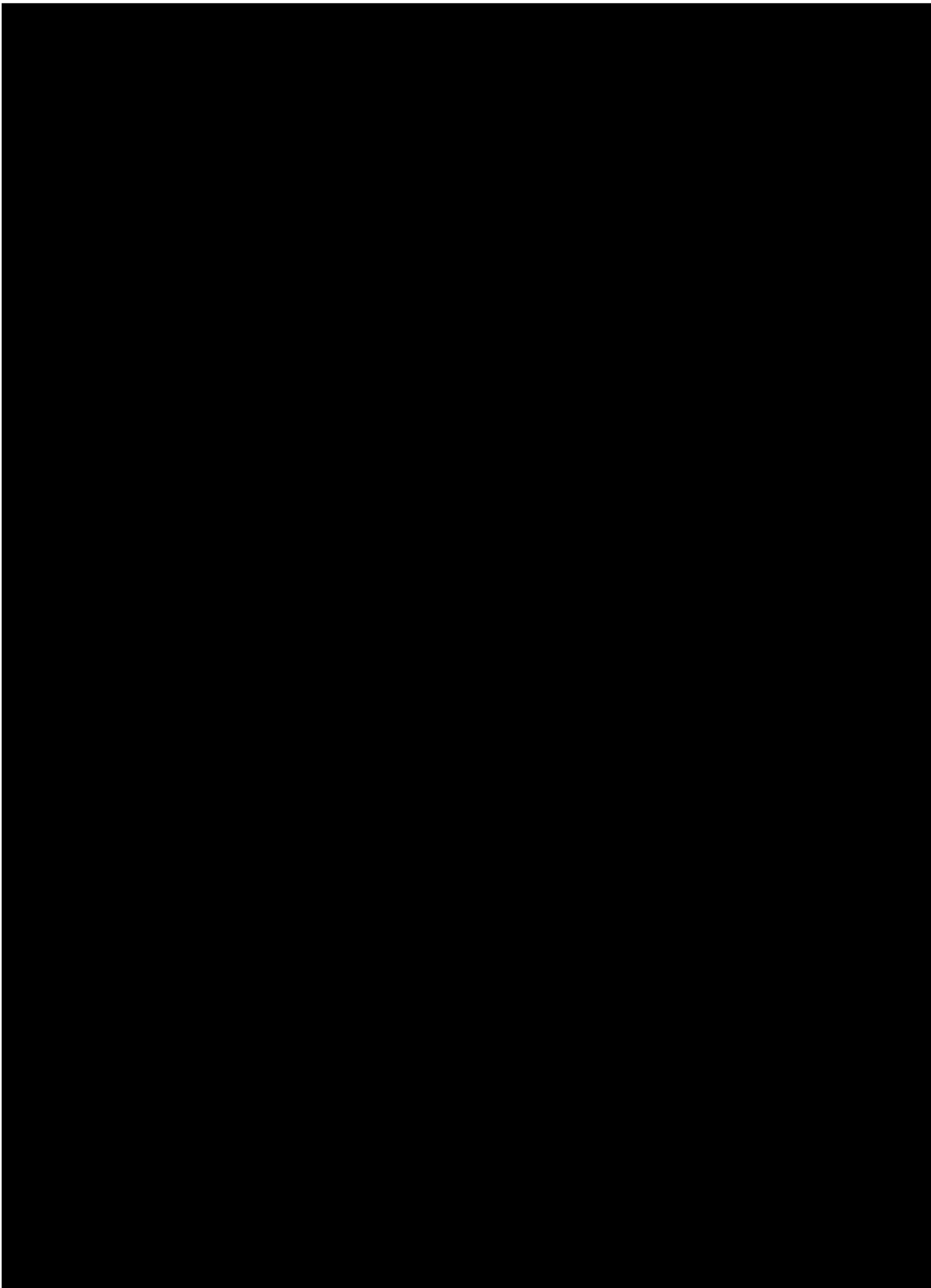
Hey Lincoln,

My friend [REDACTED] is currently [REDACTED] but thinking about leaving the mother ship. He is trying to pivot from financial svcs to strategic comms [REDACTED]. Smart, nice, and cool Native New Yorker like yourself. [REDACTED]  
[REDACTED] He is really only beginning to familiarize himself with the world of strategic comms, PR, etc. and would love to have a very informational conversion with someone at Berlin Rosen. I know you know folks in that shop – any way one of your people can spare 15 minutes to speak with him? Attaching his resume for reference.

Thanks!  
Eleonora

---

**Eleonora Bershadskaya**  
Deputy Chief of Staff  
Deputy Mayor for Housing & Economic Development  
[ebershadskaya@cityhall.nyc.gov](mailto:ebershadskaya@cityhall.nyc.gov)  
O: 212-341-5032  
C: 347-604-2071



**From:** [Restler, Lincoln](#)  
**To:** ["Mike Rabinowitz"; Dan Levitan](#)  
**Subject:** RE: Favor - phone call with guy about berlin rosen  
**Date:** Friday, February 05, 2016 10:54:44 AM

---

Awesome. Thanks a lot, Mike. Appreciate it.

---

**From:** Mike Rabinowitz [mailto:[Rabinowitz@berlinrosen.com](mailto:Rabinowitz@berlinrosen.com)]  
**Sent:** Friday, February 05, 2016 10:54 AM  
**To:** Restler, Lincoln; Dan Levitan  
**Subject:** RE: Favor - phone call with guy about berlin rosen

Yup. He can call me Sunday evening if he wants.

- mobile -

Michael Rabinowitz-Gold  
646.200.5308 (o)  
646.342.3469 (c)

----- Original message -----

**From:** "Restler, Lincoln" <[lrestler@cityhall.nyc.gov](mailto:lrestler@cityhall.nyc.gov)>  
**Date:** 2/5/2016 10:53 AM (GMT-05:00)  
**To:** Mike Rabinowitz <[Rabinowitz@berlinrosen.com](mailto:Rabinowitz@berlinrosen.com)>, Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)>  
**Subject:** RE: Favor - phone call with guy about berlin rosen

You're a good dude. thank you. I think that would be of interest to him. Do you mind if I share your email with him?

Thanks.

---

**From:** Mike Rabinowitz [mailto:[Rabinowitz@berlinrosen.com](mailto:Rabinowitz@berlinrosen.com)]  
**Sent:** Friday, February 05, 2016 10:49 AM  
**To:** Restler, Lincoln; Dan Levitan  
**Subject:** RE: Favor - phone call with guy about berlin rosen

Happy to do you a favor. Is he looking to do financial comms?

- mobile -

Michael Rabinowitz-Gold  
646.200.5308 (o)  
646.342.3469 (c)

----- Original message -----

From: "Restler, Lincoln" <[lrestler@cityhall.nyc.gov](mailto:lrestler@cityhall.nyc.gov)>

Date: 2/5/2016 10:46 AM (GMT-05:00)

To: Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)>, Mike Rabinowitz <[Rabinowitz@berlinrosen.com](mailto:Rabinowitz@berlinrosen.com)>

Subject: Favor - phone call with guy about berlin rosen

Hey Dan and Mike –

Hope you are both doing real well. I am sorry to bug you – but was wondering if either of you could be cajoled into doing a phone call with a guy currently working at [REDACTED] – who is interested in transitioning into strategic coms.

He has heard great stuff about Berlin Rosen and I was wondering if either of would be willing to tell him a bit about what you guys do and the skills someone needs to be successful in your world.

Thanks a lot for considering this.

Lincoln

---

**From:** Bershadszkaya, Eleonora

**Sent:** Tuesday, February 02, 2016 1:07 PM

**To:** Restler, Lincoln

**Subject:** Friend interested in learning abt Berlin Rosen

Hey Lincoln,

My friend [REDACTED] is currently at [REDACTED] but thinking about leaving the mother ship. He is trying to pivot from financial svcs to strategic comms [REDACTED] Smart, nice, and cool Native New Yorker like yourself. [REDACTED]

[REDACTED] He is really only beginning to familiarize himself with the world of strategic comms, PR, etc. and would love to have a very informational conversion with someone at Berlin Rosen. I know you know folks in that shop – any way one of your people can spare 15 minutes to speak with him? Attaching his resume for reference.

Thanks!

Eleonora

---

**Eleonora Bershadszkaya**

Deputy Chief of Staff

Deputy Mayor for Housing & Economic Development

[ebershadszkaya@cityhall.nyc.gov](mailto:ebershadszkaya@cityhall.nyc.gov)

O: 212-341-5032

C: 347-604-2071



**From:** [Grybauskas, Natalie](#)  
**To:** [Jovana Rizzo](#)  
**Subject:** Re: link - quick call?  
**Date:** Friday, February 05, 2016 12:39:46 PM

---

Hey - I'm a little out of it, just had my wisdom teeth taken out.

We can talk but it might be easier if you talked to nick, but what's the call about? If you need me and not him I can muster up some brain cells to focus

On Feb 5, 2016, at 11:43 AM, Jovana Rizzo <[jovana@berlinrosen.com](mailto:jovana@berlinrosen.com)> wrote:

Hey Natalie! Do you have a few minutes today to check in on a Link project?

Thanks,  
Jovana

--

Jovana Rizzo  
BerlinRosen Public Affairs  
O: 646-200-5329  
C: 917-836-0618  
[jovana@berlinrosen.com](mailto:jovana@berlinrosen.com)

**From:** [Hagelgans, Andrea](#)  
**To:** [FLONYC; B](#)  
**Cc:** [Walzak, Phil](#); [Blumm, Kate](#); [Wolfe, Emma](#); [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); [jfdc](#)  
**Subject:** FW: NYT: 5 Notable Quotes From Mayor Bill de Blasio's State of the City Speech  
**Date:** Friday, February 05, 2016 3:06:11 PM

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I am quite happy with these quotes being noticed. NYC independence, Diversity, the “NYC patriotism/Boosterism theme” that the First Lady mentioned recently, mental health, support for officers. If these are the take aways in the NYT, that’s a good sign that it connected with folks Don’t remember us getting a column like this last year, which is exciting

---

**From:** Clips  
**Sent:** Friday, February 05, 2016 3:02 PM  
**To:** Clips  
**Subject:** NYT: 5 Notable Quotes From Mayor Bill de Blasio's State of the City Speech

### **5 Notable Quotes From Mayor Bill de Blasio’s State of the City Speech**

NY TIMES – J. David Goodman and Susanne Craig

<http://www.nytimes.com/2016/02/06/nyregion/5-notable-quotes-from-mayor-bill-de-blasios-state-of-the-city-speech.html>

Here are five notable quotes from Mayor Bill de Blasio’s State of the City address on Thursday, with explanations of their significance.

“Today we take the next great step in connecting New Yorkers to the heart of our new economy for New York.”

The speech was filled with proposals large and small, with little in common other than that the city could undertake them largely on its own, without input or assistance from Albany.

The city, for example, would pay the \$2.5 billion cost of a proposed streetcar system that would join Brooklyn and Queens along the East River waterfront. The city, rather than the Metropolitan Transportation Authority, which is state-run, would also operate the line. Likewise, a proposed development that would make Governors Island a year-round hub for attracting new businesses would focus on the 150 acres that are under city control.

“Different as our lives are, we are bound together by an invisible thread. We are united by the profound and powerful fact that we are all New Yorkers.”

If there was a dominant theme, it was that the city draws its strength from its polyglot nature, the diversity of its enclaves and neighborhoods.

It was not the sort of overarching message that supports a single policy proposal, but rather a thread the mayor wove through a litany of initiatives, from doing more to clean up graffiti to making rooftop repairs in public housing complexes to using countdown clocks to track the progress of buses through the streets.

“For the first time, as a city, we are fighting to shatter that stigma and deal with the public health crisis of mental health.”

The mayor mentioned mental health or mental illness roughly a dozen times. The issue is expected to be a major priority for him this year, and his wife, Chirlane McCray, will continue to be a driving force in the related initiatives.

Mr. de Blasio said the program his wife is to lead would include establishing a hotline for people in crisis, and offering mental health first-aid training for New Yorkers so they are able to identify and respond to signs of mental illness and substance abuse. The mayor blew a kiss to Ms. McCray when he introduced her.

“Everything we’re doing to make this a fairer city, a city of opportunity, rests on the work we do to keep people safe.”

The address included several minutes of praise for the work of uniformed members of the city’s police, fire and correction departments, on and off the job. Members of the audience rose in applause as the mayor introduced Police Officer Kenneth Healey, who survived being struck in the head by a hatchet-wielding attacker in 2014.

The praise seemed meant to underscore how far Mr. de Blasio has gone to try to repair his relations with the Police Department, which became badly strained after two officers were shot and killed in the line of duty in December 2014.

Even as the mayor spoke, two officers were shot in the South Bronx; both were expected to survive. After the speech was over, Mr. de Blasio was told of the shooting, left the stage and went immediately to the hospital where they had been taken. Once there, he addressed reporters while standing alongside Patrick J. Lynch, the Patrolmen’s Benevolent Association president who had been a vocal antagonist of the mayor’s last year.

“We call these speeches the State of the City. To me, that really means the State of Our People. Because it’s the 8.5 million of us, living in neighborhoods across the five boroughs, that make this the greatest city in the world.”

Throughout the speech, the mayor played municipal booster. Two times he called New York the “greatest city in the world”; he did not use the phrase at all in his two previous State of the City addresses.

The sentiment appeared to be in keeping with the absence of sweeping new initiatives and highlighted a message — one that is likely to be repeated frequently in the second half of Mr. de Blasio’s term as the 2017 election approaches — that life in New York has improved on his watch.

**From:** [Hagelgans, Andrea](#)  
**To:** [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); [jfdc](#); [Wolfe, Emma](#)  
**Subject:** FW: NYT Magazine profile  
**Date:** Monday, February 08, 2016 5:14:44 PM  
**Attachments:** [02-14-16 McCray + Mayor NYTmag Cover.pdf](#)  
[Chirlane McCray\\_SundayMag\\_BWPrintAd 0214816.pdf](#)

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**From:** White, Erin  
**Sent:** Monday, February 08, 2016 5:13 PM  
**To:** B; FLONYC  
**Cc:** Walzak, Phil; Hagelgans, Andrea; Hinton, Karen; John, Roxanne; Bray, Jackie; Phillips, Eric Falk  
**Subject:** NYT Magazine profile

Sir/Ma'am:

The First Lady's profile will go live on the web at 5 a.m. tomorrow and be the cover of this week's magazine. Attached is the current cover for your reference.

Based on the cover, conversations with Rachel (the reporter) and the fact-checking session we can expect the profile to address:

- The First Lady's early career in New York and the early days of your relationship;
- The difficulties of transitioning into the role as First Lady, including the release of the Esquire piece and early media challenges;
- The unique partnership between the two of you and the First Lady's ground-breaking role;
- The First Lady's commitment to reform mental health care in New York City; and
- The challenges of being in a position of power as a woman and especially as a woman of color.

I will send around an analysis and highlights by 6:30 a.m. We'll also be ready to activate validators and push back if needed.

Additionally, I've attached the cover, as well as a print ad that will appear in the Thursday print paper to preview the weekend magazine, for your review and reference. The cover puts the First Lady front and center, making it clear from the get go the piece is about her. The Times needs permission from both of you to use the photo. For background, Henry says their asking is a courtesy and we should agree.

One last note – Ma'am, today's Huffington Post Live appearance made the homepage, which gets hundreds of thousands visitors every day.

**WATCH: NYC's First Lady Chirlane McCray On Mental Health**



Thanks,

Erin White

Communications Advisor, Office of the Mayor

O: 212-341-5030

C: 347-789-0501

[ewhite@cityhall.nyc.gov](mailto:ewhite@cityhall.nyc.gov)



**The New York Times Magazine**

February 14, 2016

How Chirlane McCray learned the limits of New York City's second-toughest job.

**THE FIRST HALF** *By Rachel Kaadzi Ghansah*

# The New York Times Magazine

February 14, 2010

1000000 Airline McCray learned the limits of New York City's second-toughest...

THE FIRST HALF By Rachel Kaadzi Ghansah

SUNDAY, FEBRUARY 14

ALSO IN THE MAGAZINE:

# THIS SUNDAY, SRE-NONSEQUE

Is re nonseque officendi  
doluptatam cum voloria .i

nt et pos esciis  
verfernatus, nobis as con  
eos evellate quiae volo  
omnihilique nonectur?

aut quae esequam, sedi  
de dolupta sseque es  
entectur maiorempero  
conet dolori is quatur,a

# The New York Times Magazine

NYTIMES.COM/MAGAZINE

ADVERTISERS: For information on advertising in The New York Times Magazine, contact Andy Wright at (212) 556-1050 or wrighah@nytimes.com.

**From:** [Fuleihan, Dean \(OMB\)](#)  
**To:** [Shorris, Anthony](#); [Jonathan Rosen](#); [Williams, Dominic](#)  
**Subject:** Hoosick Falls Water Contamination | About EPA | US EPA  
**Date:** Monday, February 08, 2016 7:58:07 PM

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<http://www.epa.gov/aboutepa/hoosick-falls-water-contamination>



**From:** [Hagelgans, Andrea](#)  
**To:** [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); [Walzak, Phil](#)  
**Subject:** FW: coverage for today  
**Date:** Tuesday, February 09, 2016 2:34:45 PM

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**From:** Hagelgans, Andrea  
**Sent:** Tuesday, February 09, 2016 2:24 PM  
**To:** FLONYC  
**Cc:** B; John, Roxanne  
**Subject:** coverage for today

Ma'am

This is an amazing day of coverage – op-ed in Usa Today, NYT magazine profile, Huffington Post/ progressive hit, Latino media. I hear you both very clearly about desire to quickly leverage NYT Magazine, and that we don't have the longest amount of time to do that. But I also want us to identify a “productive controversy” that is authentic to the First Lady's voice and sustainable as part of movement building. Erin is coming in with discussions she, Jackie and I have been having about natural and created opportunities. Looking forward to your feedback from the meeting.

Thanks,  
Andrea

## **First Lady Clips – Tuesday, February 9, 2016**

### **First Lady Chirlane McCray in the News:**

#### [Chirlane McCray and the Limits of First-Ladyship](#)

NY TIMES - Rachel Kaadzi Ghansah

The first time I had lunch with Chirlane McCray at Gracie Mansion, I was distracted by the wallpaper. This was just about a year after her husband, Bill de Blasio, was sworn in as mayor of New York. In a breathlessly short period, McCray had gone from being a poet, wife and mother, with a job writing ad copy for a neighborhood hospital, to being first lady of New York City with a day-to-day schedule that could consist of everything from reading books to kindergartners in a classroom in East New York to exchanging pleasantries with Catherine, the Duchess of Cambridge. Standing near the head of a long, polished dining table, as a young white woman in a chef's uniform recited the lunch menu, McCray repeated our choices to me and her chief of staff. But my attention kept drifting to the walls, where a Zuber wallpaper from the 1830s depicted a maiden, her complexion a flushed peaches and cream, trapped in an almost-embrace with a pale and severe-looking soldier in a red-and-blue military uniform. Before they moved into Gracie, McCray and de Blasio lived in a vinyl-sided townhouse in Park Slope, Brooklyn, and worked out at the local Y.M.C.A. Shortly after de Blasio became mayor, McCray said she would be a “voice for the forgotten voices,” because, she said, “black women do not have as many positive images in the media as we should.” How did it feel for that woman to regularly dine within this patrician fantasy?

[BHARARA's victory lap -- McCRAY on NYT Mag cover -- BLOOMBERG on 2016](#)

POLITICO NY - Staff

DEEP DIVE – “Chirlane McCray and the Limits of First-Ladyship: What two years in Gracie Mansion have meant for a woman who aspired to be the “voice for the forgotten voices,” by Rachel Kaadzi Ghansah on the cover of this Sunday’s upcoming Times Magazine:

“[A]lthough the woman by [de Blasio’s] side with the long dreadlocks, tiny nose ring and activist past had obviously not made de Blasio black, she had given black New Yorkers a sense of representation, a sense that unlike Rudolph Giuliani or Bloomberg, her husband did not lack empathy toward their concerns. ... [F]or McCray, her gift and her burden for the next four years would be navigating the very real expectations and over-identifications being placed upon her. Together, McCray and de Blasio have been acting as interlocutors, as people whose identity politics have placed them in the middle ground in a city that has increasingly become divided along the interconnected lines: race, real estate, the haves and the have-nots; a city where many people, but some more than others, were depending on them not to let them down.” <http://nyti.ms/20StQFf> ... The cover <http://bit.ly/1T2fHT9>

[De Blasio and McCray: We can save the lives of opioid addicts right now](#)

USA TODAY - Bill de Blasio and Chirlane McCray

Prescription painkiller misuse and heroin addiction have become national public health crises. Addiction and deaths tied to opioids cut across economic and ethnic lines. Opioid misuse kills Americans of all ages — in small towns and rural communities from Alaska to the Deep South, and from the suburbs of Phoenix and inner-city of Baltimore to the shores of Staten Island. Nearly 30,000 people died from opioid overdoses in 2014. Heroin overdoses have tripled in the last five years. In our city, a fatal heroin overdose happens every day of the year. They outnumber murders. Lives, once filled with promise, are cut short. Families, once tightly bound, are left shattered. As we rush our nation’s public health and crime-fighting policies to catch up with reality, there is something we can do right now to save lives.

[WATCH LIVE: NYC's First Lady Chirlane McCray On Mental Health](#)

HUFFINGTON POST - Staff

New York City First Lady Chirlane McCray stops by HuffPost Live to discuss her initiative to improve the city's mental healthcare system.

[Childhood Mental Illness If Left Untreated Can Cause Psychiatric Troubles Later In Life: Study](#)

LATINO HEALTH - Staff

Mental problems are now hitting the children as well. New reports suggest that when this condition is left untreated, it might result in psychiatric troubles later in life. Dr. Pooky Knightsmith, an emotional health adviser and director of the Charlie Waller Memorial Trust, a charity educating young people to stay mentally well, revealed that their organization receives an increasing number of primary schools asking for help. "Sadly we are getting more requests about how to support anxiety, self-harm, depression and eating disorders in upper primary," she told The Huffington Post UK. She stressed that they are doing more preventive work in the primary setting, where positive grounds can be laid.*[The first lady is pictured in this report. The caption reads: New York Mayor Bill de Blasio (C), along with (L-R) Schools Chancellor Carmen Farina, First Lady Chirlane McCray, and Queens Borough President Melinda Katz, visits Pre-K classes at Home Sweet Home Children's School in Queens on the first day of NYC public schools, September 4, 2014 in the Queens borough of New York City. New York Mayor Bill de Blasio is touring universal pre-kindergarten programs throughout the city.]*

[Top Pharmacies to Offer Anti-Overdose Drug without Prescription throughout NYC](#)

THE FORUM - Michael V. Cusenza

“Miracle.” “Second Chance.” Naloxone’s street sobriquets denote the medication’s undeniable power as an opioid antagonist designed to reverse an overdose of heroin or some types of prescription painkillers. This efficacy, coupled with the City’s struggle to gain ground on its opioid epidemic, has led to unique partnerships with two of the top pharmacies in the five boroughs. Duane Reade and Walgreen Co. this week began dispensing naloxone—or naran—without a prescription in the 300 Duane Reade and Walgreens stores citywide, and approximately 450 pharmacies statewide. City Health Commissioner Mary Bassett, M.D., applauded the effort.

... “By making naloxone widely and easily available, recovery from a narcotic overdose is now possible,” said First Lady Chirlane McCray. “We want those who are fighting the disease of addiction to have every medicine at their disposal so they can get well. Loved ones of those suffering from addiction should never again have to worry about not being able to find a medication that could stop their world from falling apart.”

Andrea Hagelgans

Office of the Mayor

Direct – 212.341.5372

Cell – 718.679.8965

ahagelgans@cityhall.nyc.gov

**From:** [Dan Levitan](#)  
**To:** [Grybauskas, Natalie](#)  
**Subject:** RE: Groundbreaking  
**Date:** Thursday, February 11, 2016 11:51:00 AM

---

The Pizza place Link is fine, the 14<sup>th</sup> st. one is not.

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@levitandan

---

**From:** Grybauskas, Natalie [mailto:NGrybauskas@cityhall.nyc.gov]  
**Sent:** Thursday, February 11, 2016 11:35 AM  
**To:** Dan Levitan <dan@berlinrosen.com>  
**Subject:** RE: Groundbreaking

Sure give me a call

212-788-2930

---

**From:** Dan Levitan [<mailto:dan@berlinrosen.com>]  
**Sent:** Thursday, February 11, 2016 11:34 AM  
**To:** Grybauskas, Natalie  
**Subject:** Groundbreaking

I have a quick follow-up question – got 30 seconds to chat?

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@levitandan

**From:** [Darlington, Mandy \(OMB\)](#)  
**To:** [Emily Walsh](#); [Schnake Mahl, Gabriel](#)  
**Subject:** RE: dinner w/Dean, Jonathan and Emma  
**Date:** Thursday, February 11, 2016 2:29:08 PM

---

No prob, I'll make reservations at Max for 7:30.

---

**From:** Emily Walsh [mailto:[Emily@berlinrosen.com](mailto:Emily@berlinrosen.com)]  
**Sent:** Thursday, February 11, 2016 10:26 AM  
**To:** Schnake Mahl, Gabriel; Darlington, Mandy (OMB)  
**Subject:** RE: dinner w/Dean, Jonathan and Emma

I think JR leans Max :)

Emily Walsh  
BerlinRosen Public Affairs  
[emily@berlinrosen.com](mailto:emily@berlinrosen.com)  
646-200-5310

---

**From:** Schnake Mahl, Gabriel [GSchnakeMahl@cityhall.nyc.gov]  
**Sent:** Thursday, February 11, 2016 10:24 AM  
**To:** Darlington, Mandy (OMB); Emily Walsh  
**Subject:** RE: dinner w/Dean, Jonathan and Emma

EW flexible

---

**From:** Darlington, Mandy (OMB) [mailto:[DarlingtonM@omb.nyc.gov](mailto:DarlingtonM@omb.nyc.gov)]  
**Sent:** Thursday, February 11, 2016 10:24 AM  
**To:** Schnake Mahl, Gabriel; 'Emily Walsh'  
**Subject:** RE: dinner w/Dean, Jonathan and Emma

That would be ok....I was going to suggest Rosa Mexicano (a nice Mexican place) for something different but I'm not sure if everyone likes that kind of food?

---

**From:** Schnake Mahl, Gabriel [mailto:[GSchnakeMahl@cityhall.nyc.gov](mailto:GSchnakeMahl@cityhall.nyc.gov)]  
**Sent:** Thursday, February 11, 2016 10:23 AM  
**To:** 'Emily Walsh'; Darlington, Mandy (OMB)  
**Subject:** RE: dinner w/Dean, Jonathan and Emma

cool  
Max restaurant?

---

**From:** Emily Walsh [mailto:[Emily@berlinrosen.com](mailto:Emily@berlinrosen.com)]  
**Sent:** Thursday, February 11, 2016 9:03 AM  
**To:** Schnake Mahl, Gabriel; Darlington, Mandy (OMB)  
**Subject:** RE: dinner w/Dean, Jonathan and Emma

We're on. Sorry for delay.

On Wed, Feb 10, 2016 at 7:49 AM -0800, "Schnake Mahl, Gabriel"  
<[GSchnakeMahl@cityhall.nyc.gov](mailto:GSchnakeMahl@cityhall.nyc.gov)> wrote:

fine here

---

**From:** Darlington, Mandy (OMB) [<mailto:DarlingtonM@omb.nyc.gov>]  
**Sent:** Wednesday, February 10, 2016 10:47 AM  
**To:** Emily Walsh; Schnake Mahl, Gabriel  
**Subject:** RE: dinner w/Dean, Jonathan and Emma

I propose 7:30pm near City Hall-ish

---

**From:** Emily Walsh [<mailto:Emily@berlinrosen.com>]  
**Sent:** Wednesday, February 10, 2016 10:42 AM  
**To:** Darlington, Mandy (OMB); Schnake-Mahl, Gabriel ([gschnakemahl@cityhall.nyc.gov](mailto:gschnakemahl@cityhall.nyc.gov))  
**Subject:** RE: dinner w/Dean, Jonathan and Emma

Lower Manhattan/Brooklyn?

All I've got :)

Emily Walsh  
BerlinRosen Public Affairs  
[emily@berlinrosen.com](mailto:emily@berlinrosen.com)  
646-200-5310

---

**From:** Darlington, Mandy (OMB) [[DarlingtonM@omb.nyc.gov](mailto:DarlingtonM@omb.nyc.gov)]  
**Sent:** Wednesday, February 10, 2016 10:38 AM  
**To:** Emily Walsh; Schnake-Mahl, Gabriel ([gschnakemahl@cityhall.nyc.gov](mailto:gschnakemahl@cityhall.nyc.gov))  
**Subject:** dinner w/Dean, Jonathan and Emma

I hear there was discussion of this for tomorrow....any suggestions for time/location?

**From:** [Grybauskas, Natalie](#)  
**To:** "[Dan Levitan](#)"  
**Cc:** [Hagelgans, Andrea](#)  
**Subject:** RE: Are we confirmed to invite press yet?  
**Date:** Friday, February 12, 2016 4:40:03 PM

---

I strongly feel we should hold until at least Monday before we invite press to a Wednesday briefing, but adding andrea here to weigh in.

---

**From:** Dan Levitan [mailto:[dan@berlinrosen.com](mailto:dan@berlinrosen.com)]  
**Sent:** Friday, February 12, 2016 4:38 PM  
**To:** Grybauskas, Natalie  
**Subject:** Are we confirmed to invite press yet?

Or still waiting

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
[@levitandan](mailto:levitandan)

**From:** [Bill de Blasio](#)  
**To:** [Jim Rosapepe](#); [BdB](#)  
**Cc:** [Ally Glavas](#); [jenny bond](#); [Salazar-Rodriguez, Prisca](#); [Jonathan Rosen](#); [Emma Wolfe](#)  
**Subject:** Re: Staff contact for iadlc Nyc event for Italian Americans for Hillary  
**Date:** Sunday, February 14, 2016 7:02:36 PM

---

Happy to sign on to both, Jim. Consider this my formal approval. As for attendance, Prisca (cc'ed here) will see what's possible

-----Original Message-----

From: Jim Rosapepe  
To: Bill Deblasio  
Cc: Ally Glavas  
Cc: jenny bond  
Subject: Staff contact for iadlc Nyc event for Italian Americans for Hillary  
Sent: Feb 14, 2016 3:10 PM

Bill --

We're doing an fundraising event this spring in Nyc for Hillary and our Italian American Dems for congress. Senator Leahy ( his mother is Italian), rosa DeLauro, and Leon Panetta have already signed on as cohosts (who may or may not be able to make the date when it's confirmed.) obviously we'd like your name on the invite and your presence if possible. Whom on your staff should we talk to? Have had trouble breaking through.

Also, planning iadlc and 21st Dems events at Dem convention in philly and love to include you in both. (You attended in Charlotte.) Will coordinate with your staff on those too.

Thanks!

-- Jim

Sent from my iPad



**From:** [John, Roxanne](#)  
**To:** [PhilWalzak \(gmail.com\)](#)  
**Cc:** [tomsnyder](#); [emma maguire wolfe](#); [Jackie Bray](#); [Andrea Hagelqans](#); [Jonathan Rosen](#); [Prisca](#)  
**Subject:** Re: Invitation from HRC  
**Date:** Monday, February 15, 2016 10:29:56 PM

---

Yes.

Sent from my iPhone

On Feb 15, 2016, at 9:22 PM, Phillip Walzak <[REDACTED]> wrote:

i suspect CMC will want to attend  
RJ - we set?

On Mon, Feb 15, 2016 at 9:20 PM, tomsnyder <[REDACTED]>  
wrote:

+Roxanne

Me neither

Sent from my iPhone

On Feb 15, 2016, at 9:14 PM, emma maguire wolfe  
<[REDACTED]> wrote:

She's been on a bunch of emails and bdb asked if she  
should go and we recommended .... dunno outcomes

On Feb 15, 2016 9:08 PM, "Jackie Bray"

<[REDACTED]> wrote:

Has anyone asked CMC yet?

She could reschedule a mtg w/Tish James and easily  
make it work.

If he is going I'd like her to go.

Sent from my iPhone

On Feb 15, 2016, at 9:05 PM, emma maguire wolfe  
<[REDACTED]> wrote:

Plus JB

On Feb 15, 2016 8:52 PM, "Prisca Salazar"

<[REDACTED]> wrote:

Ok.

Prisca

Please excuse typos.  
Message sent from my iPhone.

On Feb 15, 2016, at 8:30 PM, emma maquire wolfe <[REDACTED]> wrote:

Got this: arrive by 245 leave by 400

On Feb 15, 2016 8:17 PM, "emma maquire wolfe" <[REDACTED]> wrote:

Sorry thought our advance/FO was getting those details I can ask now

On Feb 15, 2016 8:16 PM, "tomsnyder" <[REDACTED]> wrote:

What time does he arrive, leave etc?

Sent from my iPhone

On Feb 15, 2016, at 6:27 PM, Jonathan Rosen <[Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com)> wrote:

Have asked for policy rundown and surrogate talkers. They say they will get them to us.

On Feb 15, 2016, at 6:01 PM, tomsnyder <[REDACTED]> wrote:

Jonathan  
can u

please  
get us  
the  
rundown  
on this?

Sent  
from  
my  
iPhone

On Feb  
15,  
2016,  
at 4:46  
PM,  
emma  
maguire  
wolfe

<  
>

wrote:

Pls  
would  
be  
great  
thank  
you

On  
Feb  
15,  
2016  
4:43  
PM,  
"Phillip  
Walzak"

<  
>

wrote:

We  
are  
in.  
Briefing  
him  
now  
ready  
-  
town

hall

We  
can  
raise

On  
Feb  
15,  
2016  
4:41  
PM,  
"emma  
maguire  
wolfe"

< [REDACTED]

>  
wrote:

Is  
anybody  
processing  
this  
on  
schedule  
and  
or  
with  
boss

-  
-  
-  
-

need  
me  
to  
do  
anything?

On  
Feb  
15,  
2016  
3:54  
PM,  
"Phillip  
Walzak"

< [REDACTED]

>  
wrote:

Bqx  
is  
11  
am  
tmrw

On  
Feb  
15,  
2016  
3:51  
PM,  
"emma  
maguire  
wolfe"

< [REDACTED] >

wrote:

Tmw  
3pm

On  
Feb  
15,  
2016  
3:42  
PM,  
"tomsnyder"

< [REDACTED] >

wrote:

Date  
and  
time?

Sent  
from  
my  
iPhone

On  
Feb  
15,  
2016,  
at  
3:09  
PM,  
emma  
maguire

wolfe

< [REDACTED]

>

wrote:

She's  
doing  
a  
speech  
on  
criminal  
justice/civil  
rights  
at  
the  
Schomburg  
Center  
at  
3pm  
(which  
we  
helped  
nail  
down  
for  
them).  
Mayor  
and  
First  
Lady  
are  
invited.

(I  
think  
a  
good  
thing  
if  
schedule  
permits.)

Will  
forward  
to  
bdb  
and  
cmc  
for  
their  
awareness

as  
team  
processes.

Jonathan  
do  
you  
want  
to  
get  
a  
sense  
of  
message  
points  
assuming  
we  
will  
want  
to  
amplify  
and  
need  
to  
know  
more  
re  
policy.

Points  
of  
contact  
can  
be  
same  
as  
usual  
-  
in  
this  
case  
would  
also  
add  
Erin  
Stevens  
as  
POC.

**From:** [DeLoach, Michael](#)  
**To:** [Lombino, David](#)  
**Cc:** [Cathy Rought](#)  
**Subject:** Re: BOX  
**Date:** Tuesday, February 16, 2016 8:24:57 AM

---

These folks are all confirmed to attend event?

On Feb 16, 2016, at 7:48 AM, Lombino, David <[dlombino@Twotreesny.com](mailto:dlombino@Twotreesny.com)> wrote:

Hi Michael

Please acknowledge:  
Sam Schwartz of Sam Schwartz Engineering

Thomas Gretch, queens chamber of commerce

Liz Lusskin, Long Island city partnership

Frances brown, President of the Red Hook East Tenants Assoc.),

And the following people-

Jukay Hsu, Coalition 4 Queens  
Carlo Scissura, Brooklyn Chamber  
Jill Eisenhard, Red Hook Initiative  
Doug Steiner, Steiner Studios  
Paul Steely White, Transportation Alternatives  
Tom Wright, Regional Plan Association  
Tucker Reed, DBP

On Feb 16, 2016, at 6:13 AM, Jeremy Soffin <[jeremy@berlinrosen.com](mailto:jeremy@berlinrosen.com)> wrote:

Hey Michael I'm out on leave but copying Cathy from my office and Dave from Two Trees to close the loop this morning.

On Feb 15, 2016, at 9:33 PM, DeLoach, Michael <[mdeLoach@cityhall.nyc.gov](mailto:mdeLoach@cityhall.nyc.gov)> wrote:

Anyone you need me to Add to Mayor's acks?  
Need asap.

Electeds speaking:

- Nydia Velazquez, US Congress Member



(district)

- Carlo Scissura, President of the Brooklyn Chamber of Commerce
- Ydanis Rodriguez, Council Member, Chair, Transportation
- Carlos Menchaca, Council Member (district)
- Tucker Reed, President of the Downtown Brooklyn Partnership

#### MAYOR's ACKS:

##### Admin

- Polly Trottenberg, DOT, Commissioner
- Maria Torres-Springer, NYC EDC, President

##### Pioneer Works

- Dustin Yellin, Founder & Director
- Gabriel Florenz, Director

##### TA Leaders

- Lillie Marshall, Red Hook West
- Edward Tyree, Gowanus Houses
- Valerie Bell, Wyckoff Gardens
- Harriet Hughes, Warren Street

##### NYCHA Resident Board Members

- Bea Byrd, Red Hook
- Victor Gonzalez, Wise Towers
- Willie Mae Lewis, St. Nicholas Houses

**From:** [emma\\_maguire\\_wolfe](mailto:emma_maguire_wolfe)  
**To:** [Jonathan Rosen](mailto:Jonathan.Rosen)  
**Cc:** [PhilWalzak \(gmail.com\)](mailto:PhilWalzak@gmail.com); [Hinton, Karen](mailto:Hinton, Karen)  
**Subject:** Re: HRC today  
**Date:** Tuesday, February 16, 2016 2:26:25 PM

---

me too

#

this is a personal account - for official business please email at [ewolfe@cityhall.nyc.gov](mailto:ewolfe@cityhall.nyc.gov)  
thanks

#

On Tue, Feb 16, 2016 at 2:21 PM, Jonathan Rosen <[Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com)> wrote:

done

**From:** Phillip Walzak [mailto:████████████████████]  
**Sent:** Tuesday, February 16, 2016 1:54 PM  
**To:** Jonathan Rosen; Emma Mw; Hinton, Karen  
**Subject:** HRC today

JRo / EW -

KH is going to send a short informal note to R9 here shortly that Mayor is attending this event today

Can you pls right now send notes to your HRC contacts alerting them that we are doing this

thanks

In a speech today at Schomburg Center for Research in Black Culture in New York, Hillary Clinton will discuss how we break down the barriers that hold back African American families.

She will discuss how dealing with racial injustice must go beyond reforming our criminal justice system and how we need to confront the systemic racism that deprives too many of the opportunity to live up to their God-given potential.

This is why Clinton has discussed justice reforms since the start of her campaign that will be felt on our streets, at our schools, and in communities that are too often ignored.

Clinton will call for a comprehensive commitment to equity and opportunity for African Americans from new investments in job creation to ending redlining to ensuring equal pay for women of color to ending the school-to-prison pipeline.

Clinton believes that our leaders must do whatever it takes to tear down all the barriers and replace them with ladders of economic opportunity for all Americans.

**From:** [Grybauskas, Natalie](#)  
**To:** [dan@berlinrosen.com](mailto:dan@berlinrosen.com)  
**Subject:** nat"l hit  
**Date:** Wednesday, February 17, 2016 1:12:47 PM

---

He can't do in-person appearance any time tomorrow – I raised possibility of doing either a call-in from car, or on Friday or early next week. Haven't heard back yet.

**From:** [Grybauskas, Natalie](#)  
**To:** ["Dan Levitan"; Marti Adams](#)  
**Subject:** RE: Can one of you call me?  
**Date:** Wednesday, February 17, 2016 2:14:05 PM

---

Sure give me a few

-----Original Message-----

From: Dan Levitan [<mailto:dan@berlinrosen.com>]

Sent: Wednesday, February 17, 2016 2:05 PM

To: Grybauskas, Natalie; Marti Adams

Subject: Can one of you call me?

- Sent from my Galaxy S6 -

**From:** [Grybauskas, Natalie](#)  
**To:** [dan@berlinrosen.com](mailto:dan@berlinrosen.com)  
**Subject:** quick Q  
**Date:** Wednesday, February 17, 2016 3:03:36 PM

---

Called your cell

**From:** [Grybauskas, Natalie](#)  
**To:** "[Dan Levitan](#)"  
**Subject:** RE: all good  
**Date:** Wednesday, February 17, 2016 3:09:25 PM

---

Can u give me a call back

---

**From:** Dan Levitan [mailto:[dan@berlinrosen.com](mailto:dan@berlinrosen.com)]  
**Sent:** Wednesday, February 17, 2016 3:09 PM  
**To:** Grybauskas, Natalie  
**Subject:** Re: all good

Great!

- Sent from my Galaxy S6 -

On Feb 17, 2016, at 2:55 PM, Grybauskas, Natalie <[NGrybauskas@cityhall.nyc.gov](mailto:NGrybauskas@cityhall.nyc.gov)> wrote:

Think we are fine. I told them to keep all audio and visual from today on embargo but said they are welcome to discuss the links & functionality in general, and use any footage they have from previous briefings or coverage. and they can run a story tomorrow AM saying mayor is launching later today. They agreed to all that

**From:** [Grybauskas, Natalie](#)  
**To:** "[dan@berlinrosen.com](mailto:dan@berlinrosen.com)"  
**Subject:** RE: gizmodo  
**Date:** Wednesday, February 17, 2016 3:49:31 PM

---

I know this is old stoy but they have tablet photo up and pix is pissed

---

**From:** Grybauskas, Natalie  
**Sent:** Wednesday, February 17, 2016 3:48 PM  
**To:** (dan@berlinrosen.com)  
**Subject:** gizmodo

<http://gizmodo.com/nycs-new-gigabit-wifi-hotspots-work-like-payphones-from-1750910911>

???????????



**From:** [Grybauskas, Natalie](#)  
**To:** "[Dan Levitan](#)"  
**Subject:** RE: gothamist  
**Date:** Thursday, February 18, 2016 3:32:56 PM

---

212-796-4200 x7014

Katie Whittaker 

---

**From:** Dan Levitan [mailto:[dan@berlinrosen.com](mailto:dan@berlinrosen.com)]  
**Sent:** Thursday, February 18, 2016 3:29 PM  
**To:** Grybauskas, Natalie  
**Subject:** RE: gothamist

Contact info?

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
[@levitandan](mailto:levitandan)

---

**From:** Grybauskas, Natalie [mailto:[NGrybauskas@cityhall.nyc.gov](mailto:NGrybauskas@cityhall.nyc.gov)]  
**Sent:** Thursday, February 18, 2016 3:28 PM  
**To:** Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)>  
**Subject:** gothamist

Talked to Katie whittaker at Gothamist who sent me a note saying she tested the wi-fi and it wasn't that fast. I talked to her on the phone and explained that a press conference full of bystanders and reporters would affect speeds.

If someone on your end wanted to reach out and give a more technical answer I can provide her info, but she sounded fairly convinced.

**From:** [Dan Levitan](#)  
**To:** [Grybauskas, Natalie](#)  
**Subject:** RE:  
**Date:** Thursday, February 25, 2016 10:31:30 AM

---

Call my cell?

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@levitandan

---

**From:** Dan Levitan  
**Sent:** Thursday, February 25, 2016 9:57 AM  
**To:** 'Grybauskas, Natalie' <[NGrybauskas@cityhall.nyc.gov](mailto:NGrybauskas@cityhall.nyc.gov)>  
**Subject:** RE:

10:30 works

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@levitandan

---

**From:** Grybauskas, Natalie [<mailto:NGrybauskas@cityhall.nyc.gov>]  
**Sent:** Thursday, February 25, 2016 9:56 AM  
**To:** Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)>  
**Subject:**

Can we touch base quickly this AM? Would 10:30 work? I'm flexible after that

**From:** [Grybauskas, Natalie](#)  
**To:** [Dan Levitan](#)  
**Subject:** Re: RE:  
**Date:** Thursday, February 25, 2016 10:44:31 AM

---

Yep  
Sorry got held up but can call in like 2 min

On Feb 25, 2016, at 10:31 AM, Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)> wrote:

Call my cell?

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@levitandan

---

**From:** Dan Levitan  
**Sent:** Thursday, February 25, 2016 9:57 AM  
**To:** 'Grybauskas, Natalie' <[NGrybauskas@cityhall.nyc.gov](mailto:NGrybauskas@cityhall.nyc.gov)>  
**Subject:** RE:

10:30 works

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@levitandan

---

**From:** Grybauskas, Natalie [<mailto:NGrybauskas@cityhall.nyc.gov>]  
**Sent:** Thursday, February 25, 2016 9:56 AM  
**To:** Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)>  
**Subject:**

Can we touch base quickly this AM? Would 10:30 work? I'm flexible after that

**From:** [Grybauskas, Natalie](#)  
**To:** [Dan Levitan](#)  
**Subject:** Re: Jen Op-Ed BR edits.docx  
**Date:** Monday, February 29, 2016 1:08:02 PM

---

At 1:30?

On Feb 29, 2016, at 1:01 PM, Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)> wrote:

Do you have a sec to talk?

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@levitandan

---

**From:** Grybauskas, Natalie [<mailto:NGrybauskas@cityhall.nyc.gov>]  
**Sent:** Monday, February 29, 2016 10:40 AM  
**To:** Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)>  
**Subject:** RE: Jen Op-Ed BR edits.docx

You might have more luck than me but I can try. I don't know anyone at crains

---

**From:** Dan Levitan [<mailto:dan@berlinrosen.com>]  
**Sent:** Friday, February 26, 2016 3:38 PM  
**To:** Grybauskas, Natalie  
**Subject:** RE: Jen Op-Ed BR edits.docx

Jen is fine with all these edits and would love to co-sign the op-ed with Maya. Do you guys want to place it?

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@levitandan

---

**From:** Grybauskas, Natalie [<mailto:NGrybauskas@cityhall.nyc.gov>]  
**Sent:** Friday, February 26, 2016 12:52 PM

**To:** Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)>

**Subject:** FW: Jen Op-Ed BR edits.docx

Maya would like to co-sign jen's op-ed, but she had some edits. We can try to negotiate some of them, but what are your initial thoughts?

---

**From:** Wiley, Maya

**Sent:** Friday, February 26, 2016 12:37 PM

**To:** Grybauskas, Natalie

**Cc:** Ozernoy, Ilana

**Subject:** Jen Op-Ed BR edits.docx

My edits

**From:** [Jonathan Rosen](#)  
**To:** [Hagelgans, Andrea](#)  
**Subject:** RE:  
**Date:** Monday, March 07, 2016 9:16:52 AM

---

Hoping this piece gets me tix 😊

---

**From:** Hagelgans, Andrea [mailto:AHagelgans@cityhall.nyc.gov]  
**Sent:** Monday, March 07, 2016 7:23 AM  
**To:** Jonathan Rosen  
**Subject:**

I also have not seen hamilton. The shame!  
Sent from my BlackBerry 10 smartphone.

**From:** [Litvak, Gwendolyn](#)  
**To:** ["Nicole Kolinsky"](#); [Connie Chung](#); [Daria Siegel](#)  
**Subject:** RE: The Cynical Schnauzer Offers Cocktails and Conversation in Clinton Hill - Clinton Hill - DNAINfo.com New York  
**Date:** Monday, March 07, 2016 9:41:46 AM

---

Went there last Thursday night. It was expensive and not good. Thank you for sending this to me though. You are a true friend.

**GWEN LITVAK | 212-442-6332**

---

**From:** Nicole Kolinsky [mailto:Nicole.Kolinsky@berlinrosen.com]  
**Sent:** Monday, March 07, 2016 9:30 AM  
**To:** Litvak, Gwendolyn; Connie Chung; Daria Siegel  
**Subject:** The Cynical Schnauzer Offers Cocktails and Conversation in Clinton Hill - Clinton Hill - DNAINfo.com New York

Gwen!!! <https://www.dnainfo.com/new-york/20160304/clinton-hill/cynical-schnauzer-offers-cocktails-conversation-clinton-hill>

**From:** [Litvak, Gwendolyn](#)  
**To:** "[Connie Chung](#)"; "[Nicole Kolinsky](#)"; [Daria Siegel](#)  
**Subject:** RE: The Cynical Schnauzer Offers Cocktails and Conversation in Clinton Hill - Clinton Hill - DNAinfo.com New York  
**Date:** Monday, March 07, 2016 10:25:04 AM

---

Where is Oiji? If you check out my Instagram, you'll see a picture of a cookie in the shape of a generic dog that they called a "schnauzer."

How was uzbek food?

**GWEN LITVAK | 212-442-6332**

---

**From:** Connie Chung [<mailto:CChung@hraadvisors.com>]  
**Sent:** Monday, March 07, 2016 10:19 AM  
**To:** Litvak, Gwendolyn; 'Nicole Kolinsky'; Daria Siegel  
**Subject:** RE: The Cynical Schnauzer Offers Cocktails and Conversation in Clinton Hill - Clinton Hill - DNAinfo.com New York

This is very upsetting news. How could they mislead the public like this? This is similar to, but WAY WORSE, than the well-reviewed Korean restaurant Oiji (named after a spicy Korean pickle, a Chung family fave), which does not serve the pickle itself (but which is otherwise excellent-excellent-excellent).

CONNIE J. CHUNG

Director | HR&A ADVISORS, INC.

Direct: (646) 545-6248 | Mobile: (917) 699-7893

[cchung@hraadvisors.com](mailto:cchung@hraadvisors.com)

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**From:** Litvak, Gwendolyn [<mailto:GLitvak@cityhall.nyc.gov>]  
**Sent:** Monday, March 07, 2016 9:42 AM  
**To:** 'Nicole Kolinsky'; Connie Chung; Daria Siegel  
**Subject:** RE: The Cynical Schnauzer Offers Cocktails and Conversation in Clinton Hill - Clinton Hill - DNAinfo.com New York

Also, let me just say, THERE WERE NO ACTUAL SCHNAUZERS THERE.

**GWEN LITVAK | 212-442-6332**

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**From:** Nicole Kolinsky [<mailto:Nicole.Kolinsky@berlinrosen.com>]  
**Sent:** Monday, March 07, 2016 9:30 AM  
**To:** Litvak, Gwendolyn; Connie Chung; Daria Siegel  
**Subject:** The Cynical Schnauzer Offers Cocktails and Conversation in Clinton Hill - Clinton Hill - DNAinfo.com New York

Gwen!!! <https://www.dnainfo.com/new-york/20160304/clinton-hill/cynical-schnauzer-offers-cocktails-conversation-clinton-hill>



**From:** [Grybauskas, Natalie](#)  
**To:** [CJ Macklin](#)  
**Cc:** [Dan Levitan](#)  
**Subject:** Re: Gothamist Media Request  
**Date:** Monday, March 07, 2016 12:06:42 PM

---

Thx will do!

On Mar 7, 2016, at 12:04 PM, CJ Macklin <[CJ.Macklin@berlinrosen.com](mailto:CJ.Macklin@berlinrosen.com)> wrote:

Hey Natalie,

Jen did an interview with Gothamist this morning to talk about access to broadband within the city. The reporter had some additional questions about the City's effort to increase access for residents and close the digital divide.

His deadline is EOD, and I've pasted his contact info below if you'd like to reach out to him.

Thanks,  
CJ

Jordan G. Teicher

[REDACTED]

Cell [REDACTED]

CJ Macklin  
646.335.0718 (office)  
214.783.4055 (cell)  
[cj.macklin@berlinrosen.com](mailto:cj.macklin@berlinrosen.com)

**From:** [Grybauskas, Natalie](#)  
**To:** [Dan Levitan](#)  
**Subject:** Re: CBS This morning  
**Date:** Wednesday, March 09, 2016 8:03:34 AM

---

Thx  
Awesome

On Mar 9, 2016, at 7:57 AM, Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)> wrote:

FYI – they are doing a Link story this week, interview with Colin today and Dan Doctoroff tomorrow.

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@DanLevitan

**From:** [John Del Cecato](#)  
**To:** [Snyder, Thomas](#)  
**Cc:** [B: Jonathan@berlinrosen.com](mailto:B:Jonathan@berlinrosen.com)  
**Subject:** Re: Carried interest  
**Date:** Thursday, March 10, 2016 11:07:01 PM

---

Who - me!?!

On 3/10/16, 11:02 PM, "Snyder, Thomas" <TSnyder@cityhall.nyc.gov> wrote:

>I think you're mocking me

>

>Sent from my iPhone

>

>> On Mar 10, 2016, at 10:47 PM, John Del Cecato <jfdc@akpdmedia.com>  
>>wrote:

>>

>> I'll read it over my spinach quiche and French Press coffee tomorrow

>>

>>> On 3/10/16, 10:44 PM, "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>  
>>>wrote:

>>>

>>> This weeks New Yorker has a feature article on carried.

>>>

>>> Sent from my iPhone

>>

**From:** [Restler, Lincoln](#)  
**To:** [Mary Brosnahan](#)  
**Cc:** [Giselle Routhier](#); [Dan Levitan \(Dan@berlinrosen.com\)](#); [David Giffen](#)  
**Subject:** Re: New DHS security measures  
**Date:** Tuesday, March 15, 2016 7:11:55 AM

---

Thanks, Mary.

Lincoln

Written with my thumbs. Sorry for typos.

On Mar 15, 2016, at 7:10 AM, Mary Brosnahan <[MBrosnahan@cfthomeless.org](mailto:MBrosnahan@cfthomeless.org)> wrote:

“We welcome the uniform standards of professionalism NYPD training can bring to frontline security officers in NYC shelters. Violence – both physical attacks as well as serious threats of bodily harm – is undoubtedly the major deterrent preventing our most marginalized neighbors from accessing lifesaving shelter. Moreover, we see time-and-again families seeking shelter who are reluctant to share details of a dangerous history at intake interviews, often for fear of retribution from an abusive partner or parent. Restoring in-reach programs throughout the shelter system will help identify many more New Yorkers, who otherwise would suffer in silence. Homelessness may be synonymous with despair – but protecting homeless women and children from brutality and providing them the emotional support to heal are the two keys essential to shifting their lives towards hope and prosperity.”

Mary Brosnahan, President & CEO, Coalition for the Homeless

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**From:** Restler, Lincoln [<mailto:lrestler@cityhall.nyc.gov>]  
**Sent:** Monday, March 14, 2016 7:38 PM  
**To:** Mary Brosnahan; Giselle Routhier  
**Subject:** New DHS security measures

Hey Mary and Giselle -

Hope it was a good meeting with Herminia and Hatch today. I was sorry to not be able to join. I know Herminia mentioned this to you today.

See below for more details on our new security measures. NYPD is taking on new role for training and providing technical assistance to DHS security and we are significantly expanding domestic violence services in shelters.

If you want to send statement, we are gathering by 9am for release. Sorry for tight timing. Please let me know if you have any questions.

All the best,

Lincoln

**Top Line Updates:**

• Significant new programs to improve security in DHS facilities.

○ NYPD to provide training to all DHS security personnel and review DHS security protocols to upgrade security.

○ Most common type of violence in shelter is domestic violence. DHS is placing DV social service workers onsite at family with children shelters and retraining existing staff to prevent DV and support survivors.

• We have created more accurate data points to capture violence in shelters that we will publicly report to better hold ourselves accountable to reducing violence in shelters.

**DE BLASIO ADMINISTRATION ANNOUNCES NEW MEASURES TO IMPROVE SAFETY IN HOMELESS SHELTERS**

*NYPD to re-train DHS security staff, send management team to DHS to immediately develop action plan to upgrade security at all shelter facilities*

*New domestic violence program launched to combat domestic violence in shelters*

**NEW YORK**—The de Blasio administration, as part of comprehensive review of homeless services, announced today a program to improve safety in homeless shelters: New York City Police Department will immediately begin re-training all Department of Homeless Services security staff and send an NYPD management team at DHS to immediately develop an action plan to upgrade security at all shelter facilities; restoring a domestic violence program for family shelters; and a new more extensive reporting system for incidents that occur in shelters. The reforms respond to new data on violence in shelters developed as part of the 90-day review of homeless services ordered by Mayor de Blasio.

“I’ve been clear that we are going to own the problems of homelessness and be transparent about how serious they are and what we are doing to deal with them,” said **Mayor de Blasio**. “For the first time, we are reporting thoroughly on the problem. We have substantially increased security, and we are bringing in the NYPD to ensure it’s managed effectively. And we are offering enhanced

domestic violence services to families. We want homeless shelters to be safe and clean, but at the same time we must and we will continue to move families out and prevent them from coming to shelter in the first place.”

"For many years, the agency mainly focused on incidents involving death or life threatening injury and individual staff exercised discretion to report as a priority individual incidents not rising to this level on a case by case basis. The 90-day review showed that this resulted in lost opportunities to target services because cases not involving death or life threatening injuries were inconsistently categorized based on individual determinations. The review also showed that incidents that occurred off-site were also reported as critical incidents even though the incident did not occur at the shelter. We are reforming the process to broaden the criteria for critical incidents and will focus attention on the incidents that actually occurred in the shelters so that we can have a more complete picture of client service needs. For example, our review showed that more needs to be done to address domestic violence for families that have been placed in shelter together so the Mayor has authorized a new in reach program for family shelters that we will be including in the Executive Budget. During the course of the review, the Mayor has already authorized additional security for mental health shelters and commercial hotels and now the NYPD will ensure that security is handled as it should be," said **Human Resources Administration Commissioner Steven Banks**.

**There are three parts to the Mayor’s reform program for improving safety in shelters:**

**1) Starting immediately, the New York City Police Department will begin re-training all Department of Homeless Services security staff and will be placing an NYPD management team at DHS to immediately develop an action plan to upgrade security at all shelter facilities**

- o Total spending for security at DHS is approximately \$140 million annually – an increase of 35% over the previous administration.
- o All non-cluster shelters have some level of security provided by either DHS peace officers or by private security guards.
- o DHS provides security through a combination of DHS Peace Officers, FJC Contracted Security Guards and by directly funding shelter providers to provide security at their sites.
- o As part of the review, the Mayor has already increased security at mental health shelters and at commercial hotels.

**2) The City will re-establish a domestic violence program in DHS shelters that was ended in 2010.**

- o A new analysis found that violence within families is the most common form of violent incident in family shelters. In Families with Children shelters, domestic violence was 60% of the violent incidents,

while it was 80% in Adult Family shelters.

- o HRA's NoVA (No Violence Again) Outstationed Domestic Violence Services will be expanded to DHS Tier II family shelters to provide families with access to domestic violence services. Trained staff from HRA will go to a number of Tier II shelters to provide these services.
- o Existing social services staff in Tier II shelters will participate in enhanced training that will provide them with the tools to identify and refer families and individuals to the NoVA team, a NYC Family Justice Center or other community-based domestic violence providers.
- o Families not identified with intimate partner violence but experiencing unhealthy relationships and conflict will be offered referral to supportive services.
- o The Mayor's Office to Combat Domestic Violence (MOCDV) will coordinate with DHS to implement system-wide intimate partner violence (IPV) training for DHS employees and contracted staff.
- o A senior DHS official will be in charge of coordinating the delivery of domestic violence and other related services.

**3) The Administration has instituted new more comprehensive and accurate reporting of critical incidents in shelters, including for the first time separately reporting violent incidents.**

- o For many years, DHS reported "critical incidents", which included some but not all violent incidents. In addition, data was not systematically collected to identify problems.
- o A systematic review found "Critical Incident" definitions were unclear and inconsistently reported across agency divisions.
  - § Overly-broad type categories limit the agency's ability to identify trends and quantify specific types of incidents.
  - § Existing type categories include both violent and non-violent incidents within the same category, limiting the ability to quantify the volume of violent incidents.
- o New reporting categories have been created and applied to all 2015 incidents reported to DHS. The new procedure found:
  - § Under the old definitions, there were 620 critical incidents. The new analysis defined 1,687 incidents as critical of which 826 were categorized as violent.
  - § To ensure that problems are identified, violence is now defined much more broadly than, for example, the FBI crime reports. For the shelter critical incidents, violence includes broad definitions of domestic violence, assault and both child abuse and neglect, even if there was no violence against the child.

o The Administration is implementing thorough reforms to ensure that all critical incidents and especially violent incidents are appropriately categorized and that there is appropriate follow-up.

###

Written with my thumbs. Sorry for typos.



**From:** [Grybauskas, Natalie](#)  
**To:** [dan@berlinrosen.com](mailto:dan@berlinrosen.com)  
**Subject:** give me a call  
**Date:** Wednesday, March 16, 2016 10:19:56 AM

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Re: NYCLU letter?

Want to coordinate as much as possible here.

**From:** [Litvak, Gwendolyn](#)  
**To:** "[Connie Chung](#)"; "[Morris, Deborah](#)"; "[Nicole Kolinsky](#)"; [REDACTED]  
**Subject:** RE: Dinner 7PM @ Hibino  
**Date:** Wednesday, March 16, 2016 5:15:52 PM

---

Xo.

**GWEN LITVAK | 212-442-6332**

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**From:** Connie Chung [mailto:CChung@hraadvisors.com]  
**Sent:** Wednesday, March 16, 2016 5:15 PM  
**To:** Litvak, Gwendolyn; 'Morris, Deborah'; 'Nicole Kolinsky'; [REDACTED]  
**Subject:** Dinner 7PM @ Hibino

Hi all – see you tonight at Hibino, 7pm.

333 Henry @ Pacific – no reservations, so if it's a long wait, we can go next door for a drink.

c

**CONNIE J. CHUNG**

**Director | HR&A ADVISORS, INC.**

99 Hudson Street, 3rd Floor, New York, NY 10013  
Direct: (646) 545-6248 | Mobile: (917) 699-7893  
[CChung@hraadvisors.com](mailto:CChung@hraadvisors.com) | [www.hraadvisors.com](http://www.hraadvisors.com)

**From:** [Grybauskas, Natalie](#)  
**To:** [Dan Levitan](#)  
**Subject:** Re: From Capital  
**Date:** Wednesday, March 16, 2016 7:29:19 PM

---

Second Graf is true. Maya asked me to share her entire email correspondence with NYCLU with a few of the reporters.

No idea on first bit

I'll forward you what I shared

On Mar 16, 2016, at 7:27 PM, Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)> wrote:

Is this true?

NYCLU staff attorney Mariko Hirose said the group first expressed concerns in a meeting with city officials, and the city told them it welcomed recommendations.

In communications with the group, Wiley said the city had gone beyond the standard policies in order to protect users' privacy, and noted that contract provisions allow for future changes to the privacy policy.

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@DanLevitan

**From:** [Greig, Katherine](#)  
**To:** [Matthew Hassett](#)  
**Cc:** [sarah.wagner@cnycn.org](#); [christie.peale@cnycn.org](#); [jovana@berlinrosen.com](#); [cristian.salazar@cnycn.org](#)  
**Subject:** Re: 2016CWApplication.docx - Invitation to edit  
**Date:** Friday, March 18, 2016 7:19:25 AM

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This is also a priority initiative for us in 2016.

Katherine Greig

On Thu, Mar 17, 2016 at 8:56 PM -0700, "Matthew Hassett (via Google Docs)" <[drive-shares-noreply@google.com](mailto:drive-shares-noreply@google.com)> wrote:

[Matthew Hassett](#) has invited you to edit the following document:

 [2016CWApplication.docx](#)

 Hi Jovana and Cristian,

If perchance either of you (both of you in an ideal world? -- leave it to you to coordinate!) can help to make more of a sales pitch up front in this proposal about why this is THE BEST WAY that Wells Fargo could deploy a grant of \$250k to a city across the country to do something new and innovative, it's this?

Funny enough, this is due at 5pm today (Friday). Sarah Kate is coordinating this.

Jovana, I think if you can break out your flood insurance pitch content (perhaps you could even just share that with Sarah Kate and Cristian if you're swamped) that's what this is missing. I think it needs more about the people at risk if we DON'T do this.

Also, the fact that Wells is the only major bank still heavily in the mortgage origination and servicing game, and with plans to continue as such (so I learned from this conference yesterday), there may be a way to compliment them on that and subtly say that it's very much in their interest to figure this out so they do not see a wave of defaults...?

Sorry for not flagging this earlier; I think this is very close to done, could just use your expertise to make it sing.

Many thanks,  
Matt

[Open in Docs](#)

This email grants access to this item without logging in. Only forward it to people you trust.

[Google Docs: Create and edit documents online.](#)



**From:** [Dan Levitan](#)  
**To:** [Grybauskas, Natalie](#)  
**Subject:** RE: got a minute to talk?  
**Date:** Thursday, March 24, 2016 2:15:14 PM

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Yes, I am at my desk 646 200 5315

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@DanLevitan

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**From:** Grybauskas, Natalie [mailto:NGrybauskas@cityhall.nyc.gov]  
**Sent:** Thursday, March 24, 2016 2:15 PM  
**To:** Dan Levitan <dan@berlinrosen.com>  
**Subject:** got a minute to talk?

**From:** [Grybauskas, Natalie](#)  
**To:** ["Dan Levitan"](#)  
**Subject:** RE: Bronx  
**Date:** Tuesday, March 29, 2016 1:58:12 PM

---

Sure let me give you a call now

---

**From:** Dan Levitan [mailto:[dan@berlinrosen.com](mailto:dan@berlinrosen.com)]  
**Sent:** Tuesday, March 29, 2016 1:30 PM  
**To:** Grybauskas, Natalie  
**Subject:** Bronx

Have a sec to talk?

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
[@DanLevitan](#)

**From:** [Salazar-Rodriguez, Prisca](#)  
**To:** "[Jonathan Rosen](#)"  
**Subject:** RE:  
**Date:** Thursday, March 31, 2016 12:12:47 PM

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ok

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**From:** Jonathan Rosen [<mailto:Jonathan@berlinrosen.com>]  
**Sent:** Thursday, March 31, 2016 12:02 PM  
**To:** Salazar-Rodriguez, Prisca  
**Subject:** RE:

Texted you back. Can't do it today – I have three back to back meetings I can't move with external folks here. Sorry.

---

**From:** Salazar-Rodriguez, Prisca [<mailto:PSalazar-Rodriguez@cityhall.nyc.gov>]  
**Sent:** Thursday, March 31, 2016 11:58 AM  
**To:** Jonathan Rosen  
**Subject:**

Hey – just sent you a text



**From:** [Greig, Katherine](#)  
**To:** ["Matthew Hassett"](#)  
**Cc:** [Christie Peale](#); [Cristian Salazar](#); [Jovana Rizzo](#)  
**Subject:** RE: FW: NFIP rate increases  
**Date:** Friday, April 01, 2016 9:58:12 AM

---



Katherine

**KATHERINE GREIG** | 212-788-1464

**From:** Matthew Hassett [mailto:[matthew.hassett@cnycn.org](mailto:matthew.hassett@cnycn.org)]  
**Sent:** Friday, April 01, 2016 9:56 AM  
**To:** Greig, Katherine  
**Cc:** Christie Peale; Cristian Salazar; Jovana Rizzo  
**Subject:** Re: FW: NFIP rate increases

Oh and second mention is for FoodHelpNY :)

I think that's Amy Schumer's blog

On Friday, April 1, 2016, Matthew Hassett <[matthew.hassett@cnycn.org](mailto:matthew.hassett@cnycn.org)> wrote:  
Thanks no I don't think so actually. Has someone contacted you Christie?

Floodhelpny is spelled out in reverse in first mention.

It appears you'll need a quote from Christie...?

On Friday, April 1, 2016, Greig, Katherine <[KGreig@cityhall.nyc.gov](mailto:KGreig@cityhall.nyc.gov)> wrote:  
FYI – I think Michael has been in touch with you guys on this but just a heads up

Katherine

**KATHERINE GREIG** | 212-788-1464

---

**From:** Zarrilli, Dan  
**Sent:** Friday, April 01, 2016 12:02 AM  
**To:** Greig, Katherine; Shaikh, Michael  
**Subject:** RE: NFIP rate increases

Minus Amy

My edits are in here, largely aiming for plain language where possible – I also think we were burying the cost-saving news by only getting to it in the mayor's quote – here's my take for your review first

Please loop in Rebecca if you haven't already to perhaps heads up our federal delegation on this.

**FOR IMMEDIATE RELEASE:** April, 1 2016  
**CONTACT:** [pressoffice@cityhall.nyc.gov](mailto:pressoffice@cityhall.nyc.gov), (212) 788-2958

## **MAYOR DE BLASIO WARNS HOMEOWNERS TO AVOID STEEP FLOOD INSURANCE RATE HIKES**

*FEMA's flood insurance rates will increase dramatically if policies lapse. Efforts to ensure affordability will save New York City coastal households millions of dollars per year.*

**New York City** – Mayor de Blasio today urges New York City homeowners to avoid steep flood insurance rate hikes by renewing their policies before they expire and thanks FEMA for holding certain policies to only a 5% annual increase instead of a possible 18% annual increase. Effective April 1, 2016, policy holders could see increases in their flood insurance rates and those rate hikes would be dramatically higher if those policies were allowed to expire. Thanks to effective advocacy by New York City and others, New York households will save millions of dollars per year as a result.

“Thanks to a successful effort to demonstrate the affordability challenges of the National Flood Insurance Program, the federal government has agreed to cap increases on certain policies at a 5% annual increase rather than letting them rise by 18%. That increase would have been an added financial burden on New Yorkers, who are still recovering from Hurricane Sandy,” said Mayor de Blasio. “Our effort saves thousands of households in coastal areas across the city millions of dollars in premium hikes annually. This is just another way we’re fighting to keep our city affordable for working and middle-class homeowners.”

The City is still concerned about the rising increases on businesses and will continue to advocate that FEMA provide credits for mitigation options that are more feasible in dense, urban floodplains as a way to reduce risk and cost simultaneously.

In order to avoid the jump to much higher, "full risk" rates, homeowners should immediately do the following:

- Check your policy renewal date.
- Call your insurance broker and ensure you renew your policy before it lapses.
- Learn more about flood insurance at [nyfloodhelp.org](http://nyfloodhelp.org).

The City will continue to advocate for effective reforms to the National Flood Insurance Program, and will continue its successful partnership with the Center for New York City Neighborhoods (CNYCN) to educate New Yorkers on flood risk and insurance and work with policyholders to understand the benefits of maintaining continuous coverage.

“New York City continues to fight to ensure that flood insurance remains available and affordable,” said Daniel Zarrilli, the Mayor’s Senior Director for Climate Policy and Programs, “Thanks to FEMA for hearing our concerns and holding certain policy premiums to only a 5% annual increase instead of what could have been an 18% annual increase, saving New Yorkers millions of dollars every year. Even so, we remain concerned about

other elements of the National Flood Insurance Program and will continue to advocate for reforms that promote mitigation and affordability measures that adequately account for the unique characteristics of dense, urban floodplains.”

All property owners should understand their flood risk. New York City resident who have a federally backed mortgage or received federal disaster assistance – including through Build it Back – and live in a high risk area, are required to purchase flood insurance. Homeowners may be able to purchase flood insurance through the same company that provides their homeowners insurance. However, homeowners insurance does not cover damage from floods and federal disaster assistance is not guaranteed in the event of a flood.

Property owners, who are not in a flood zone, could still be at risk and should strongly consider purchasing flood insurance which is much more affordable outside the high risk areas.

“TK Quote from CNYC,” said Christie Peale, Executive Director, Center for New York City Neighborhoods.

New Yorkers can understand their property’s flood risk by visiting [FoodHelpNY.org](http://FoodHelpNY.org).  
###

--  
Matthew Hassett | Director of Policy & Communications T [646-786-0895](tel:646-786-0895)

Center for NYC Neighborhoods  
17 Battery Place, Suite 728 | New York, NY 10004  
[cnycn.org](http://cnycn.org)



--  
Matthew Hassett | Director of Policy & Communications T [646-786-0895](tel:646-786-0895)

Center for NYC Neighborhoods  
17 Battery Place, Suite 728 | New York, NY 10004  
[cnycn.org](http://cnycn.org)



**From:** [Greig, Katherine](#)  
**To:** ["Matthew Hassett"](#)  
**Cc:** [Christie Peale](#); [Cristian Salazar](#); [Jovana Rizzo](#)  
**Subject:** RE: FW: NFIP rate increases  
**Date:** Friday, April 01, 2016 9:58:24 AM

---

Yes, we'll need a quote.

Katherine

**KATHERINE GREIG** | 212-788-1464

**From:** Matthew Hassett [mailto:matthew.hassett@cnycn.org]  
**Sent:** Friday, April 01, 2016 9:54 AM  
**To:** Greig, Katherine  
**Cc:** Christie Peale; Cristian Salazar; Jovana Rizzo  
**Subject:** Re: FW: NFIP rate increases

Thanks no I don't think so actually. Has someone contacted you Christie?

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Katherine

**KATHERINE GREIG** | 212-788-1464

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**Sent:** Friday, April 01, 2016 12:02 AM  
**To:** Greig, Katherine; Shaikh, Michael  
**Subject:** RE: NFIP rate increases

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**FOR IMMEDIATE RELEASE:** April, 1 2016

**CONTACT:** [pressoffice@cityhall.nyc.gov](mailto:pressoffice@cityhall.nyc.gov), (212) 788-2958

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“Thanks to a successful effort to demonstrate the affordability challenges of the National Flood Insurance Program, the federal government has agreed to cap increases on certain policies at a 5% annual increase rather than letting them rise by 18%. That increase would have been an added financial burden on New Yorkers, who are still recovering from Hurricane Sandy,” said Mayor de Blasio. “Our effort saves thousands of households in coastal areas across the city millions of dollars in premium hikes annually. This is just another way we’re fighting to keep our city affordable for working and middle-class homeowners.”

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In order to avoid the jump to much higher, "full risk" rates, homeowners should immediately do the following:

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- Call your insurance broker and ensure you renew your policy before it lapses.
- Learn more about flood insurance at [nyfloodhelp.org](http://nyfloodhelp.org).

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unique characteristics of dense, urban floodplains.”

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New Yorkers can understand their property’s flood risk by visiting [FoodHelpNY.org](https://www.foodhelpny.org).  
###

--

Matthew Hassett | Director of Policy & Communications T [646-786-0895](tel:646-786-0895)

**Center for NYC Neighborhoods**

17 Battery Place, Suite 728 | New York, NY 10004

[cnycn.org](https://www.cnycn.org)



**From:** [Snyder, Thomas](#)  
**To:** [Walzak, Phil](#); [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com)  
**Subject:** FW: Outside line  
**Date:** Monday, April 04, 2016 1:20:31 PM

---

Can you all help me out here? Need this to move. I assume we just need a couple sentences or so. Plus advice on whether we put it out ourselves or wait for it to emerge.

On 4/4/16, 11:40 AM, "Geri Prado" <[geri@progressiveagenda.us](mailto:geri@progressiveagenda.us)> wrote:

>Hi Tom:  
>  
>I'm wondering if there has been movement on what the outside line will be  
>to press re: TPAC, me leaving if asked. I want to be able to start to  
>tell people beyond a few to start talking about next steps but I want to  
>make sure that we're on the same page. Could you please let me know?  
>  
>I'm working on closing up the DA contribution and will start to reach out  
>to others (not inner circle folks) once we agree on what we're saying.  
>  
>Thanks.  
>  
>gp  
>

**From:** [Snyder, Thomas](#)  
**To:** [Walzak, Phil](#)  
**Cc:** [Schwartz, Regina](#); [Jonathan Rosen](#); [Wolfe, Emma](#)  
**Subject:** Re: new lang  
**Date:** Monday, April 04, 2016 5:00:46 PM

---

I'm getting her exact AFL title momentarily.

---

**From:** "Walzak, Phil" <[PWalzak@cityhall.nyc.gov](mailto:PWalzak@cityhall.nyc.gov)>  
**Date:** Monday, April 4, 2016 at 4:47 PM  
**To:** Tom Snyder <[tsnyder@cityhall.nyc.gov](mailto:tsnyder@cityhall.nyc.gov)>  
**Cc:** "Schwartz, Regina" <[RSchwartz@cityhall.nyc.gov](mailto:RSchwartz@cityhall.nyc.gov)>, Jonathan Rosen <[Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com)>, Emma Wolfe <[EWolfe@cityhall.nyc.gov](mailto:EWolfe@cityhall.nyc.gov)>  
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**From:** Snyder, Thomas  
**Sent:** Monday, April 04, 2016 3:24 PM  
**To:** Walzak, Phil  
**Cc:** Schwartz, Regina; Jonathan Rosen; Wolfe, Emma  
**Subject:** Re: new lang

Phil, can you write it up with Jonathan's more generic approach?

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**From:** Jonathan Rosen <[Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com)>  
**Date:** Monday, April 4, 2016 at 3:14 PM



**To:** Tom Snyder <[tsnyder@cityhall.nyc.gov](mailto:tsnyder@cityhall.nyc.gov)>, "Walzak, Phil" <[PWalzak@cityhall.nyc.gov](mailto:PWalzak@cityhall.nyc.gov)>, Emma Wolfe <[EWolfe@cityhall.nyc.gov](mailto:EWolfe@cityhall.nyc.gov)>  
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I must say im at a loss on what to do here

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**From:** Wolfe, Emma  
**Sent:** Monday, April 04, 2016 3:03 PM  
**To:** Walzak, Phil; Snyder, Thomas  
**Cc:** [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); Schwartz, Regina  
**Subject:** RE: new lang

Um, HUH?

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**From:** Walzak, Phil  
**Sent:** Monday, April 04, 2016 2:54 PM  
**To:** Snyder, Thomas  
**Cc:** [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); Wolfe, Emma  
**Subject:** new lang

+JRo, EW

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**To:** [Walzak, Phil](#)  
**Cc:** [Schwartz, Regina](#); [Jonathan Rosen](#); [Wolfe, Emma](#)  
**Subject:** Re: new lang  
**Date:** Monday, April 04, 2016 5:08:04 PM

---

Her Afl – CIO title was Deputy Campaign Department Director.

---

**From:** "Walzak, Phil" <[PWalzak@cityhall.nyc.gov](mailto:PWalzak@cityhall.nyc.gov)>  
**Date:** Monday, April 4, 2016 at 4:47 PM  
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**Cc:** [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); Schwartz, Regina  
**Subject:** RE: new lang

Um, HUH?

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**To:** Snyder, Thomas  
**Cc:** [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); Wolfe, Emma  
**Subject:** new lang

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**From:** [Snyder, Thomas](#)  
**To:** [Walzak, Phil](#)  
**Cc:** [Schwartz, Regina](#); [Jonathan Rosen](#); [Wolfe, Emma](#)  
**Subject:** Re: new lang  
**Date:** Monday, April 04, 2016 5:09:18 PM

---

Any reason I should NOT show this to Geri?

---

**From:** "Walzak, Phil" <[PWalzak@cityhall.nyc.gov](mailto:PWalzak@cityhall.nyc.gov)>  
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**Sent:** Monday, April 04, 2016 3:03 PM  
**To:** Walzak, Phil; Snyder, Thomas  
**Cc:** [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); Schwartz, Regina  
**Subject:** RE: new lang

Um, HUH?

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**Sent:** Monday, April 04, 2016 2:54 PM  
**To:** Snyder, Thomas  
**Cc:** [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); Wolfe, Emma  
**Subject:** new lang

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**From:** [Snyder, Thomas](#)  
**To:** [Walzak, Phil](#)  
**Cc:** [Jonathan Rosen](#)  
**Subject:** Re: GP  
**Date:** Monday, April 04, 2016 7:34:42 PM

---

Ok

Sent from my iPhone

> On Apr 4, 2016, at 7:13 PM, Walzak, Phil <PWalzak@cityhall.nyc.gov> wrote:  
>  
> We shd develop answers to these qs  
> I still think we tell a reporter this is happening so it is controlled, rather than let is just get discovered  
> and who knows who that is or what they do w it  
>  
> But yes get her feedback on the the blanks and lets get a tight a doc on this as possible  
>  
> -----Original Message-----  
> From: Snyder, Thomas  
> Sent: Monday, April 04, 2016 6:45 PM  
> To: Walzak, Phil  
> Subject: GP  
>  
> See Geri's reactions below. What do you think?  
>  
>> On 4/4/16, 6:43 PM, "Geri Prado" <geri@progressiveagenda.us> wrote:  
>>  
>> Ok so a few things:  
>>  
>> I'm going to start telling people I'm leaving. A few reporters will ask  
>> why. This answers part of what I will be doing in the short term but  
>> what is the reason I'm leaving? That's the tricky part I think.  
>>  
>> Should I fill in that part for a draft? And what is going to happen to  
>> TPAC? Is it still moving on? That will help too so I can say that it  
>> will continue and I'm transitioning out because of XYZ and a search  
>> will begin or something like that. The XYZ part I will take a stab at.  
>>  
>> I wasn't planning on a roll out of me going over to fed affairs were you?  
>>  
>> All of this make sense?  
>>  
>>> On Apr 4, 2016, at 6:26 PM, Snyder, Thomas <TSnyder@cityhall.nyc.gov>  
>>> wrote:  
>>>  
>>> Here is the draft we are working with:  
>>>  
>>> Geri Prado will be joining the Mayor's Office of Federal Affairs to  
>>> assist the Administration in securing its legislative agenda in  
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```
>>> <winmail.dat>  
>
```

**From:** [Snyder, Thomas](#)  
**To:** [Walzak, Phil](#)  
**Cc:** [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com)  
**Subject:** Re: lingo  
**Date:** Monday, April 04, 2016 7:49:53 PM

---

I agree. I think best approach is for us to tell her we have a plan, show/discuss with her, and then execute.

Sent from my iPhone

On Apr 4, 2016, at 7:44 PM, Walzak, Phil <[PWalzak@cityhall.nyc.gov](mailto:PWalzak@cityhall.nyc.gov)> wrote:

Why the NYT?  
Why do we want this there  
We want to be minimizing this  
I don't get this plan at all

Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.

---

**From:** Snyder, Thomas  
**Sent:** Monday, April 4, 2016 7:38 PM  
**To:** Walzak, Phil; [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com)  
**Subject:** Fwd: lingo

---

See below

Sent from my iPhone

Begin forwarded message:

**From:** Geri Prado <[geri@progressiveagenda.us](mailto:geri@progressiveagenda.us)>  
**Date:** April 4, 2016 at 6:54:56 PM EDT  
**To:** "Snyder, Thomas" <[TSnyder@cityhall.nyc.gov](mailto:TSnyder@cityhall.nyc.gov)>  
**Subject:** Re: lingo

I will sit down with Alex Burns from the NYT for an off the record coffee. I developed a relationship there and I want to keep it.

The rest of the NYC reporters I don't care about and won't but they will be reaching out soon and I need to direct them to someone. When I say I'm moving on they'll ask why and to where. That would be Nahimas (Politico), WSJ likely will ask soon after and Goen from the Post. This will be specially on the filings. The DC reporters never really covered outside of the forum then we went dark.

Yes missed the TPAC part and I wouldn't plan on telling folks

this fed affairs piece unless they asked.

On Apr 4, 2016, at 6:48 PM, Snyder, Thomas  
<[TSnyder@cityhall.nyc.gov](mailto:TSnyder@cityhall.nyc.gov)> wrote:

1. Do you think reporters will quickly get on this?
2. The final sentence of the draft explains that TPAC will continue.
3. As far as roll-out of you going to Fed Affairs I do think we have to be prepared to explain that since it will be public.
4. Yes please do some language of the XYZs.

On 4/4/16, 6:43 PM, "Geri Prado"  
<[geri@progressiveagenda.us](mailto:geri@progressiveagenda.us)> wrote:

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<winmail.dat>

<winmail.dat>

**From:** [Greig, Katherine](#)  
**To:** ["Matthew Hassett"](#); [Shaikh, Michael](#)  
**Cc:** [Cristian Salazar](#); [Christie Peale](#); [Jovana Rizzo](#)  
**Subject:** RE: FW: NFIP rate increases  
**Date:** Tuesday, April 05, 2016 10:46:35 AM

---

Curious - How many hits do you usually get?

Katherine

**KATHERINE GREIG** | 212-788-1464

**From:** Matthew Hassett [mailto:matthew.hassett@cnycn.org]  
**Sent:** Monday, April 04, 2016 4:17 PM  
**To:** Shaikh, Michael  
**Cc:** Greig, Katherine; Cristian Salazar; Christie Peale; Jovana Rizzo  
**Subject:** Re: FW: NFIP rate increases

We pitched a few places today and [here's our blog post](#). I take it that release isn't going to make it out into the world?

**Matthew Hassett** | Director of Policy & Communications T [646-786-0895](tel:646-786-0895)

**Center for NYC Neighborhoods**  
17 Battery Place, Suite 728 | New York, NY 10004  
[cnycn.org](http://cnycn.org)



On Fri, Apr 1, 2016 at 4:32 PM, Matthew Hassett <[matthew.hassett@cnycn.org](mailto:matthew.hassett@cnycn.org)> wrote:  
Thanks Mike. For sure. We decided to pitch Monday morning given the day and hour! Keep us posted on the release side. Have a good weekend.

**Matthew Hassett** | Director of Policy & Communications T [646-786-0895](tel:646-786-0895)

**Center for NYC Neighborhoods**  
17 Battery Place, Suite 728 | New York, NY 10004  
[cnycn.org](http://cnycn.org)



On Fri, Apr 1, 2016 at 1:58 PM, Shaikh, Michael <[mshaikh@cityhall.nyc.gov](mailto:mshaikh@cityhall.nyc.gov)> wrote:  
Yes, please do.

I hope we can get traction with CH soon.

Appreciate your help and patience today.

Mike

---

**From:** Greig, Katherine  
**Sent:** Friday, April 01, 2016 1:52 PM  
**To:** 'Matthew Hassett'  
**Cc:** Cristian Salazar; Christie Peale; Jovana Rizzo; Shaikh, Michael

**Subject:** RE: FW: NFIP rate increases

Yeah – I think that's fine

Katherine

**KATHERINE GREIG** | [212-788-1464](tel:212-788-1464)

**From:** Matthew Hassett [<mailto:matthew.hassett@cnycn.org>]  
**Sent:** Friday, April 01, 2016 12:59 PM  
**To:** Greig, Katherine  
**Cc:** Cristian Salazar; Christie Peale; Jovana Rizzo; Shaikh, Michael  
**Subject:** Re: FW: NFIP rate increases

Aha -- thanks. We were planning to pitch this story regardless (before having heard about the release this morning). So we will go ahead with that plan if this may not go out.

On Friday, April 1, 2016, Greig, Katherine <[KGreig@cityhall.nyc.gov](mailto:KGreig@cityhall.nyc.gov)> wrote:  
Still not a definite it makes the cut. City Hall is swamped with budget stuff.

Katherine

**KATHERINE GREIG** | [212-788-1464](tel:212-788-1464)

**From:** Matthew Hassett [<mailto:matthew.hassett@cnycn.org>]  
**Sent:** Friday, April 01, 2016 12:44 PM  
**To:** Cristian Salazar  
**Cc:** Greig, Katherine; Christie Peale; Jovana Rizzo; Shaikh, Michael  
**Subject:** Re: FW: NFIP rate increases

Hi Michael,

Just noticed one missing space, fixed here. When is this going out? We're not on your press list.

"Rising flood insurance rates have become a financial burden on the thousands of middle- and working-class families living in the city's waterfront communities, and especially those still recovering from Hurricane Sandy," said Christie Peale, Executive Director of the Center for NYC Neighborhoods. "We thank the City and FEMA for working to cap certain policy rates at 5% this year, a much needed relief that will save New York homeowners millions of dollars across the five boroughs. We encourage homeowners to visit [FloodHelpNY.org](http://FloodHelpNY.org) and contact the Center for free, high-quality assistance if they have questions about their flood risk and rising insurance costs."

Many thanks,  
Matt

**Matthew Hassett** | Director of Policy & Communications [T 646-786-0895](tel:646-786-0895)

**Center for NYC Neighborhoods**  
17 Battery Place, Suite 728 | New York, NY 10004  
[cnycn.org](http://cnycn.org)





On Fri, Apr 1, 2016 at 10:51 AM, Cristian Salazar <[cristian.salazar@cnycn.org](mailto:cristian.salazar@cnycn.org)> wrote:  
Hi Michael,

Here's the quote from Christie:

"Rising flood insurance rates have become a financial burden on the thousands of middle- and working-class families living in the city's waterfront communities, and especially those still recovering from Hurricane Sandy," said Christie Peale, Executive Director of the Center for NYC Neighborhoods. "We thank the City and FEMA for working to cap certain policy rates at 5% this year, a much needed relief that will save New York homeowners millions of dollars across the five boroughs. We encourage homeowners to visit [FloodHelpNY.org](http://FloodHelpNY.org) and contact the Center for free, high-quality assistance if they have questions about their flood risk and rising insurance costs."

Let me know if you need anything else from us.

Best,  
Cristian

On Fri, Apr 1, 2016 at 10:32 AM, Greig, Katherine <[KGreig@cityhall.nyc.gov](mailto:KGreig@cityhall.nyc.gov)> wrote:

+ Michael

Michael will send the latest draft and if we could get a quote from Christie that would be great.

Do you think we should also ask Meg?

Katherine

**KATHERINE GREIG** | [212-788-1464](tel:212-788-1464)

**From:** Cristian Salazar [<mailto:cristian.salazar@cnycn.org>]  
**Sent:** Friday, April 01, 2016 9:59 AM  
**To:** Matthew Hassett  
**Cc:** Greig, Katherine; Christie Peale; Jovana Rizzo  
**Subject:** Re: FW: NFIP rate increases

And can we make sure our name is "Center for NYC Neighborhoods" in the release, following our brand guide?

On Fri, Apr 1, 2016 at 9:56 AM, Matthew Hassett <[matthew.hassett@cnycn.org](mailto:matthew.hassett@cnycn.org)> wrote:  
Oh and second mention is for FoodHelpNY :)

I think that's Amy Schumer's blog

On Friday, April 1, 2016, Matthew Hassett <[matthew.hassett@cnycn.org](mailto:matthew.hassett@cnycn.org)> wrote:  
Thanks no I don't think so actually. Has someone contacted you Christie?

Floodhelpny is spelled out in reverse in first mention.

It appears you'll need a quote from Christie...?

On Friday, April 1, 2016, Greig, Katherine <[KGreig@cityhall.nyc.gov](mailto:KGreig@cityhall.nyc.gov)> wrote:  
FYI – I think Michael has been in touch with you guys on this but just a heads up

Katherine

**KATHERINE GREIG** | [212-788-1464](tel:212-788-1464)

---

**From:** Zarrilli, Dan  
**Sent:** Friday, April 01, 2016 12:02 AM  
**To:** Greig, Katherine; Shaikh, Michael  
**Subject:** RE: NFIP rate increases

Minus Amy

My edits are in here, largely aiming for plain language where possible – I also think we were burying the cost-saving news by only getting to it in the mayor's quote – here's my take for your review first

Please loop in Rebecca if you haven't already to perhaps heads up our federal delegation on this.

**FOR IMMEDIATE RELEASE:** April, 1 2016  
**CONTACT:** [pressoffice@cityhall.nyc.gov](mailto:pressoffice@cityhall.nyc.gov), (212) 788-2958

## **MAYOR DE BLASIO WARNS HOMEOWNERS TO AVOID STEEP FLOOD INSURANCE RATE HIKES**

*FEMA's flood insurance rates will increase dramatically if policies lapse. Efforts to ensure affordability will save New York City coastal households millions of dollars per year.*

**New York City** – Mayor de Blasio today urges New York City homeowners to avoid steep flood insurance rate hikes by renewing their policies before they expire and thanks FEMA for holding certain policies to only a 5% annual increase instead of a possible 18% annual increase. Effective April 1, 2016, policy holders could see increases in their flood insurance rates and those rate hikes would be dramatically higher if those policies were allowed to expire. Thanks to effective advocacy by New York City and others, New York households will save millions of dollars per year as a result.

“Thanks to a successful effort to demonstrate the affordability challenges of the National

Flood Insurance Program, the federal government has agreed to cap increases on certain policies at a 5% annual increase rather than letting them rise by 18%. That increase would have been an added financial burden on New Yorkers, who are still recovering from Hurricane Sandy,” said Mayor de Blasio. “Our effort saves thousands of households in coastal areas across the city millions of dollars in premium hikes annually. This is just another way we’re fighting to keep our city affordable for working and middle-class homeowners.”

The City is still concerned about the rising increases on businesses and will continue to advocate that FEMA provide credits for mitigation options that are more feasible in dense, urban floodplains as a way to reduce risk and cost simultaneously.

In order to avoid the jump to much higher, "full risk" rates, homeowners should immediately do the following:

- Check your policy renewal date.
- Call your insurance broker and ensure you renew your policy before it lapses.
- Learn more about flood insurance at [nyfloodhelp.org](http://nyfloodhelp.org).

The City will continue to advocate for effective reforms to the National Flood Insurance Program, and will continue its successful partnership with the Center for New York City Neighborhoods (CNYCN) to educate New Yorkers on flood risk and insurance and work with policyholders to understand the benefits of maintaining continuous coverage.

“New York City continues to fight to ensure that flood insurance remains available and affordable,” said Daniel Zarrilli, the Mayor’s Senior Director for Climate Policy and Programs, “Thanks to FEMA for hearing our concerns and holding certain policy premiums to only a 5% annual increase instead of what could have been an 18% annual increase, saving New Yorkers millions of dollars every year. Even so, we remain concerned about other elements of the National Flood Insurance Program and will continue to advocate for reforms that promote mitigation and affordability measures that adequately account for the unique characteristics of dense, urban floodplains.”

All property owners should understand their flood risk. New York City resident who have a federally backed mortgage or received federal disaster assistance – including through Build it Back – and live in a high risk area, are required to purchase flood insurance. Homeowners may be able to purchase flood insurance through the same company that provides their homeowners insurance. However, homeowners insurance does not cover damage from floods and federal disaster assistance is not guaranteed in the event of a flood.

Property owners, who are not in a flood zone, could still be at risk and should strongly consider purchasing flood insurance which is much more affordable outside the high risk areas.

“TK Quote from CNYC,” said Christie Peale, Executive Director, Center for New York City Neighborhoods.

New Yorkers can understand their property's flood risk by visiting [FoodHelpNY.org](https://FoodHelpNY.org).  
###

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**Matthew Hassett** | Director of Policy & Communications [T 646-786-0895](tel:646-786-0895)

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**Cristian Salazar** | Communications Manager [O 646-786-0898](tel:646-786-0898) [M 929-340-8871](tel:929-340-8871)  
**Center for NYC Neighborhoods**  
17 Battery Place, Suite 728 | New York, NY 10004  
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**Matthew Hassett** | Director of Policy & Communications [T 646-786-0895](tel:646-786-0895)

**Center for NYC Neighborhoods**

17 Battery Place, Suite 728 | New York, NY 10004

[cnycn.org](http://cnycn.org)



**From:** [Hanah Smith](#)  
**To:** [Cooper, Crystal](#); [Szytko, Robert](#); [Scaife, Jennifer](#)  
**Cc:** [Kyle Moler](#); [Oliver Kendall](#); [Samuel Knowles](#)  
**Subject:** Website Blurb for Review & Materials Timeline  
**Date:** Tuesday, April 05, 2016 2:37:53 PM  
**Attachments:** [image003.png](#)  
[New York SJC Website Blurb Draft for Review 4.5.16.docx](#)

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Hi All –

Thanks again for a very productive discussion! In follow up to our call, please find attached the Safety and Justice Challenge NYC website blurb for your review. As I mentioned, this will be posted to the Safety and Justice Challenge website and will replace what's currently there (<http://www.safetyandjusticechallenge.org/challenge-site/new-york-city/>). Once it is approved by both you all and the Foundation, we will send a final copy back to you that you can use at your discretion as well.

One quick note on the blurb: We did already begin to update some of the language we had included about the stability score based on our conversation today but I imagine this will need further refinement based on your internal discussions.

As a recap to our call, please find below a full schedule for the materials review:

- Safety and Justice Challenge Website Blurb
  - o NYC to review and approve by noon on Thursday, April 7
  - o M+R to share with the Foundation
  - o Foundation to review and approve by Friday, April 8 (or Monday, April 11 as a backup)
  - o M+R to share final blurb with NYC once we have the final
  - o Website blurb to go live on [safetyandjusticechallenge.org](http://www.safetyandjusticechallenge.org) on April 13
- Template Press Release
  - o NYC to tailor and approve by noon on Thursday, April 7
  - o M+R to share with the Foundation
  - o Foundation to review and approve by Friday, April 8 (or Monday, April 11 as a backup)
  - o M+R to share final release with NYC as soon as we have the final
- Media Fact Sheet
  - o NYC to tailor and approve by noon on Thursday, April 7
  - o M+R to share with the Foundation
  - o Foundation to review and approve by Friday, April 8 (or Monday, April 11 as a backup)
  - o M+R to share final fact sheet with NYC as soon as we have the final
- Tough Q&A
  - o NYC to update and share internally for reference (M+R does not need to see again)
- Messaging package
  - o Jennifer to re-connect with M+R on Friday about best next steps for updating messaging package, based on final budget

- Social media templates
  - o M+R to share by Friday, April 8
  - o *If applicable based on Twitter functionality*, NYC to tailor for your use on April 13<sup>th</sup> and throughout the first week post-announcement to help further the news
- Stakeholder outreach templates
  - o M+R to share by Friday, April 8
  - o NYC to tailor for your use on April 13<sup>th</sup> and/or post-announcement day to help further the news

Please let me know if you have any questions on the above or if there's anything else we can be helpful with in follow up. Thanks!

Hanah + Team



**Hanah Smith** Vice President



1901 L Street NW Suite 800 | Washington DC 20036

[202-478-6143](tel:202-478-6143) (o) | [734-679-6348](tel:734-679-6348) (m) | [hsmith@mrss.com](mailto:hsmith@mrss.com)

[www.mrss.com](http://www.mrss.com) | [Facebook](#) | [Twitter](#)

**Proposed Website Blurb for New York City – DRAFT**  
**April 5, 2016**

New York City has seen a steep decline in serious crime since the early 1990s, accompanied by a dramatic drop in local jail incarceration, with populations declining 55 percent from 21,688 in 1991 to under 10,000 in 2014. City leaders continue to find ways to further decrease crime and jail populations like increasing pretrial supervised release through a risk-based system. The city has also taken steps to improve services in jail, like mental health resources and more effective reentry planning to curb recidivism. To continue building on past reform efforts, New York was awarded \$2 million from the Safety and Justice Challenge to invest in innovative and commonsense strategies to further reduce the average daily jail population over the next two years.

To reduce the jail population safely, the city will institutionalize systemic changes that will accelerate case processing times, reduce unnecessary detention, and further calibrate the local justice system's response to risk and need. The city, for example, will begin work on a first-of-its kind "stability score" assessment that will look at the short and long-term impacts of detention on a given defendant to provide an individualized projection of how detention will impact that person's housing, job stability, and ability to meet familial or other commitments. To help address racial disparity, the Mayor's office of Criminal Justice, which is leading the reform effort, will also work with members of the judiciary, local law enforcement, prosecutors and the defense bar to conduct implicit bias training and build a feedback loop through which these agencies will receive updated information about disparities at each decision point within the system.



**From:** [Dan Levitan](#)  
**To:** [Hinton, Karen](#)  
**Subject:** RE: INCOMING - Inquiry from the Forward re: describe the relationship between the Mayor's office and Jeremy Reichberg  
**Date:** Tuesday, April 05, 2016 3:30:45 PM

---

Are you callable?

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@DanLevitan

---

**From:** Hinton, Karen [mailto:KHinton@cityhall.nyc.gov]  
**Sent:** Tuesday, April 05, 2016 3:17 PM  
**To:** Dan Levitan <dan@berlinrosen.com>  
**Subject:** FW: INCOMING - Inquiry from the Forward re: describe the relationship between the Mayor's office and Jeremy Reichberg

Dan – Understand you are handling...

---

**From:** Walzak, Phil  
**Sent:** Tuesday, April 05, 2016 2:46 PM  
**To:** Hinton, Karen; @Incoming; @IGA  
**Subject:** RE: INCOMING - Inquiry from the Forward re: describe the relationship between the Mayor's office and Jeremy Reichberg

Lets send these to BR, its abt donations and they are formulating a response

---

**From:** Hinton, Karen  
**Sent:** Tuesday, April 05, 2016 2:45 PM  
**To:** @Incoming; @IGA  
**Subject:** FW: INCOMING - Inquiry from the Forward re: describe the relationship between the Mayor's office and Jeremy Reichberg

Does anybody know anything about this?

---

**From:** Mayor's Press Office  
**Sent:** Tuesday, April 05, 2016 12:57 PM  
**To:** @Incoming; Hinton, Karen  
**Subject:** INCOMING - Inquiry from the Forward re: describe the relationship between the Mayor's office and Jeremy Reichberg

KH -

---

**From:** Josh Nathan-Kazis [mailto:nathankazis@forward.com]  
**Sent:** Tuesday, April 05, 2016 12:53 PM

**To:** Mayor's Press Office  
**Subject:** Inquiry from the Forward

Can you describe the relationship between the Mayor's office and Jeremy Reichberg, the man mentioned in this story: <http://nypost.com/2016/04/05/fbi-investigating-nypd-for-alleged-gifts-for-favors-scandal/>?

I'm on a tight deadline. You can reach me at 212 453 9453.

Thanks,

Josh

--

Josh Nathan-Kazis  
Staff Writer, Forward  
212.453.9453

**From:** [Dan Levitan](#)  
**To:** [Michael Gartland](#); [Hinton, Karen](#)  
**Cc:** [Yoav Gonen](#)  
**Subject:** RE: Reichberg and Rechnitz follow up  
**Date:** Tuesday, April 05, 2016 5:15:28 PM

---

Mike – spoke to Yoav about this earlier. On background, as was reported at the time, there was a fundraiser at his house:

<http://jpupdates.com/2014/05/22/de-blasio-receives-hero-welcome-in-borough-park/>

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@DanLevitan

**From:** Michael Gartland [mailto:[mgartland@nypost.com](mailto:mgartland@nypost.com)]  
**Sent:** Tuesday, April 05, 2016 5:07 PM  
**To:** Karen Hinton <[KHinton@cityhall.nyc.gov](mailto:KHinton@cityhall.nyc.gov)>; Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)>  
**Subject:** Reichberg and Rechnitz follow up

A source is telling us that the mayor personally went to Reichberg's residence to pick up a contribution check.

Is that the case? If not, how was the contribution conveyed?

--

Michael Gartland  
NY Post  
551-208-6570  
[mgartland@nypost.com](mailto:mgartland@nypost.com)  
@michaelgartland

**From:** [Samuel Knowles](#)  
**To:** [Cooper, Crystal](#); [Szytko, Robert](#)  
**Cc:** [Hanah Smith](#); [kmoler@mrss.com](mailto:kmoler@mrss.com)  
**Subject:** RE: AP request for Thursday  
**Date:** Wednesday, April 06, 2016 9:26:24 AM

---

Thanks, Crystal.

---

**From:** Cooper, Crystal [mailto:CCooper2@cityhall.nyc.gov]  
**Sent:** Wednesday, April 06, 2016 9:20 AM  
**To:** Samuel Knowles <[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)>; Szytko, Robert <[RSzytko@cityhall.nyc.gov](mailto:RSzytko@cityhall.nyc.gov)>  
**Cc:** Hanah Smith <[hsmith@mrss.com](mailto:hsmith@mrss.com)>; [kmoler@mrss.com](mailto:kmoler@mrss.com)  
**Subject:** RE: AP request for Thursday

Hi Sam,

Thanks for sending this along. We will confirm who is holding the interview and availability as soon as possible today so that you can connect us with Jake via email.

Best,

**Crystal Cooper**

Senior Press Analyst  
Mayor's Office of Criminal Justice  
212-416-5265  
[Ccooper2@cityhall.nyc.gov](mailto:Ccooper2@cityhall.nyc.gov)

---

**From:** Samuel Knowles [<mailto:samuel.knowles@berlinrosen.com>]  
**Sent:** Wednesday, April 06, 2016 9:03 AM  
**To:** Szytko, Robert; Cooper, Crystal  
**Cc:** Hanah Smith; [kmoler@mrss.com](mailto:kmoler@mrss.com)  
**Subject:** AP request for Thursday

Hi Rob and Crystal,

Jake Pearson at the AP would like to speak with someone Thursday about NYC's work through the initiative. He's written several pieces about the SJC, so he's well versed in the work overall.

Laurie at the Foundation is giving him an overview of the announcement at 11am on Thursday, so ideally some time in the afternoon.

Can you let me know if that's possible and who will be doing the interview? Once that's set, I'll plan to connect him to you two over email so you're in touch on any final logistics. Please let me know any questions or concerns.

Thanks so much,

Sam

—

Sam Knowles

BerlinRosen Public Affairs

[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)

o: 646-200-5292

m: 917-359-3351

**From:** [Samuel Knowles](#)  
**To:** [Cooper, Crystal](#); [Szytko, Robert](#)  
**Cc:** [Hanah Smith](#); [kmoler@mrss.com](mailto:kmoler@mrss.com); [Mark Ro Beyersdorf](#); [Sam Scarrow](#)  
**Subject:** RE: AP request for Thursday  
**Date:** Wednesday, April 06, 2016 1:54:05 PM

---

Thanks, Crystal. Separately, Ryan Reilly at the Huffington Post would like to speak to someone Thursday afternoon or Friday if you can let us know a good time to offer him. Copying my colleagues Mark and Sam Scarrow here too, who may be in touch with additional requests.

—  
Sam Knowles  
BerlinRosen Public Affairs  
[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)  
o: 646-200-5292  
m: 917-359-3351

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**From:** Cooper, Crystal [mailto:CCooper2@cityhall.nyc.gov]  
**Sent:** Wednesday, April 06, 2016 9:20 AM  
**To:** Samuel Knowles <[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)>; Szytko, Robert <[RSzytko@cityhall.nyc.gov](mailto:RSzytko@cityhall.nyc.gov)>  
**Cc:** Hanah Smith <[hsmith@mrss.com](mailto:hsmith@mrss.com)>; [kmoler@mrss.com](mailto:kmoler@mrss.com)  
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**Sent:** Wednesday, April 06, 2016 9:03 AM  
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**Cc:** Hanah Smith; [kmoler@mrss.com](mailto:kmoler@mrss.com)  
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Thanks so much,

Sam

—

Sam Knowles

BerlinRosen Public Affairs

[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)

o: 646-200-5292

m: 917-359-3351

**From:** [Samuel Knowles](#)  
**To:** [Cooper, Crystal](#); [Szytko, Robert](#)  
**Cc:** [Hanah Smith](#); [kmoler@mrss.com](mailto:kmoler@mrss.com); [Mark Ro Beyersdorf](#); [Sam Scarrow](#)  
**Subject:** RE: AP request for Thursday  
**Date:** Wednesday, April 06, 2016 5:19:50 PM

---

Great, thanks Crystal. Just wanted to circle back on these. Thanks a lot, Sam

---

**From:** Cooper, Crystal [<mailto:CCooper2@cityhall.nyc.gov>]  
**Sent:** Wednesday, April 06, 2016 1:55 PM  
**To:** Samuel Knowles <[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)>; Szytko, Robert <[RSzytko@cityhall.nyc.gov](mailto:RSzytko@cityhall.nyc.gov)>  
**Cc:** Hanah Smith <[hsmith@mrss.com](mailto:hsmith@mrss.com)>; [kmoler@mrss.com](mailto:kmoler@mrss.com); Mark Ro Beyersdorf <[mark@berlinrosen.com](mailto:mark@berlinrosen.com)>; Sam Scarrow <[Sam.Scarrow@berlinrosen.com](mailto:Sam.Scarrow@berlinrosen.com)>  
**Subject:** RE: AP request for Thursday

That's awesome! Thanks for reaching out to these folks. Will let you know timing for this and the AP interview soon.

---

**From:** Samuel Knowles [<mailto:samuel.knowles@berlinrosen.com>]  
**Sent:** Wednesday, April 06, 2016 1:54 PM  
**To:** Cooper, Crystal; Szytko, Robert  
**Cc:** Hanah Smith; [kmoler@mrss.com](mailto:kmoler@mrss.com); Mark Ro Beyersdorf; Sam Scarrow  
**Subject:** RE: AP request for Thursday

Thanks, Crystal. Separately, Ryan Reilly at the Huffington Post would like to speak to someone Thursday afternoon or Friday if you can let us know a good time to offer him. Copying my colleagues Mark and Sam Scarrow here too, who may be in touch with additional requests.

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o: 646-200-5292  
m: 917-359-3351

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**Sent:** Wednesday, April 06, 2016 9:20 AM  
**To:** Samuel Knowles <[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)>; Szytko, Robert <[RSzytko@cityhall.nyc.gov](mailto:RSzytko@cityhall.nyc.gov)>  
**Cc:** Hanah Smith <[hsmith@mrss.com](mailto:hsmith@mrss.com)>; [kmoler@mrss.com](mailto:kmoler@mrss.com)  
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Senior Press Analyst

Mayor's Office of Criminal Justice

212-416-5265

[Ccooper2@cityhall.nyc.gov](mailto:Ccooper2@cityhall.nyc.gov)

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**From:** Samuel Knowles [<mailto:samuel.knowles@berlinrosen.com>]

**Sent:** Wednesday, April 06, 2016 9:03 AM

**To:** Szytko, Robert; Cooper, Crystal

**Cc:** Hanah Smith; [kmoler@mrss.com](mailto:kmoler@mrss.com)

**Subject:** AP request for Thursday

Hi Rob and Crystal,

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Thanks so much,

Sam

—

Sam Knowles

BerlinRosen Public Affairs

[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)

o: 646-200-5292

m: 917-359-3351

**From:** [Adams Baker, Marti](#)  
**To:** ["Jonathan Rosen"](#)  
**Subject:** RE: Jake Tapper  
**Date:** Thursday, April 07, 2016 9:25:41 AM

---

██████████  
██████████  
-----Original Message-----

From: Jonathan Rosen [<mailto:Jonathan@berlinrosen.com>]  
Sent: Thursday, April 07, 2016 9:20 AM  
To: Adams Baker, Marti  
Subject: Re: Jake Tapper

What's your cell?

> On Apr 6, 2016, at 12:09 PM, Adams Baker, Marti <MAdams@cityhall.nyc.gov> wrote:  
>  
> Just spoke to Jake  
> He's doing the show from NYC on Thursday and Friday  
>  
> Would like Mayor either this week or next. Think it would be great to do it in person  
>  
>  
>

> ----- Original Message -----

> From: Adams Baker, Marti  
> Sent: Wednesday, April 06, 2016 11:58 AM  
> To: 'jonathan@berlinrosen.com' <jonathan@berlinrosen.com>; Hinton, Karen; Walzak, Phil; Hagelgans, Andrea  
> Subject: Fw: Jake Tapper  
>

> Tapper wants Mayor  
> Also have a request from Erin Burnett  
> I understand there's a running list on nat'l requests  
>  
> Who's running point on this?  
>  
>

> ----- Original Message -----

> From: B  
> Sent: Wednesday, April 06, 2016 11:51 AM  
> To: Adams Baker, Marti  
> Subject: Jake Tepper  
>  
>

> ██████████ Pls follow up with him and loop Rosen/Comms. He wants to interview me re: NY primary  
>  
>

**From:** [Cooper, Crystal](#)  
**To:** [Samuel Knowles](#); [Szytko, Robert](#)  
**Cc:** [Hanah Smith](#); [kmoler@mrss.com](mailto:kmoler@mrss.com); [Mark Ro Beyersdorf](#); [Sam Scarrow](#)  
**Subject:** RE: AP request for Thursday  
**Date:** Thursday, April 07, 2016 1:05:13 PM

---

Hi Sam,

Just tried to give you a call but couldn't reach you. Nonetheless, to tie up loose ends –

The director of our office, Elizabeth Glazer, would be holding both of these interviews. She very much still wants to speak to Jake even if he's mostly squared away on his story. The only thing is that this week is looking like a tight squeeze for her to do either of these interviews. **Monday, however, is much better. Would it be possible to follow up with Jake and Ryan and ask if they can make Monday work instead?** Apologies for the inconvenience and delay in response.

Also just want to confirm the content of the pre-interviews (with the national and local outlets you've pre-pitched). Have they NYC-specific re: our plan, or about the SJC initiative generally and mentioning NYC among other selected jurisdictions?

Looking forward to your reply when you can.

Best,  
Crystal

---

**From:** Samuel Knowles [mailto:[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)]  
**Sent:** Thursday, April 07, 2016 10:04 AM  
**To:** Cooper, Crystal; Szytko, Robert  
**Cc:** Hanah Smith; [kmoler@mrss.com](mailto:kmoler@mrss.com); [Mark Ro Beyersdorf](#); [Sam Scarrow](#)  
**Subject:** RE: AP request for Thursday

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To: NYCFAC Communications Team  
From: Bob Shaver, Liza Starr, Ivan Barkhorn

April 7, 2016

## **NYC FOOD ASSISTANCE COLLABORATIVE**

- CONFIDENTIAL: INTERNAL FAQs -

This confidential document provides draft talking points for sensitive questions that might be fielded by individuals participating in the NYC Food Assistance Collaborative.

### **1. What will the new FeedNYC.org system tell us that we don't already know? How will the Collaborative's work be different from what is already happening?**

FeedNYC.org is an excellent tool for information sharing among members of the Collaborative, and the foundation for future data sharing. All of FeedNYC.org's current functionality will be replicated in the course of making system enhancements. For organizations that choose to participate, an enhanced FeedNYC.org will provide optional reporting on food supply, allocations, and agency data that is more comprehensive, timely, and consistent than anything available to date. In addition, the new system will minimize the effort required to share data, by creating automatic integrations with members' internal systems wherever possible.

### **2. Is Food Bank involved in the Collaborative?**

The Collaborative would not have made it to this point without the participation of Food Bank, which was integrally involved for over a year in the planning stages of the work. Food Bank made a decision not to participate in the implementation phase, though we have left the door open for them to return to the Collaborative and hope they will reconsider.

### **3. How many people will be served?**

The efforts of the Collaborative will impact all 1.4 million New Yorkers that access emergency food programs each year, by providing better information, improved coordination, and increased customer service. In addition, the Collaborative will invest over \$4 million to build the capacity of programs in 22 deeply underserved neighborhoods, and distribute an additional 10-12 million pounds of food to these areas annually. By 2018, these neighborhoods will receive as much as five times the amount of safe, nutritious food they currently receive.

### **4. What are the Collaborative's immediate goals or projects?**

The Collaborative is currently working to enhance FeedNYC.org, develop mobile technology to better serve clients, make initial investments in food programs in four priority neighborhoods, and coordinate a shared site visit form that all participating organizations can use to assess EFP capacity. The initial priority neighborhoods include Jackson Heights / Elmhurst (Queens), Grand Concourse (Bronx), East New York (Brooklyn) and Mid- and South-Island (Staten Island).

### **5. What will this work look like on the ground?**

We anticipate several outcomes of the Collaborative's work on the ground. Emergency food programs will have access to more information on FeedNYC.org about their operations, in an easy-

to-use interface. Clients and programs will have access to new mobile technology for registration and check-in. In some neighborhoods, existing programs will see sizeable investments in their infrastructure, in the form of new refrigeration equipment, shelving, storage, and mobile delivery equipment, and new programs will be established at large community-based organizations.

**6. How did this group come together?**

The Collaborative's work builds on the long-standing efforts of the Policy Committee for NYC Hunger Resources. Funding to convene the Collaborative is provided by the Helmsley Charitable Trust, in partnership with the NYC Mayor's Office of Food Policy.

**7. When will the new data system be up and running?**

Technical vendors are building the data system now. We anticipate a fall 2016 launch.

**8. What are the funding sources and amounts that will support the Collaborative's work?**

Funding for Collaborative investments is being passed through participating organizations. Information about these grants can be found on the Helmsley Charitable Trust website.

CONFIDENTIAL

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Great! Let me check in on that now. Thanks!

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Ryan is good for Monday too, so if you have two options on Monday, we'll set it up. Thanks a lot,  
Sam

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**Subject:** RE: NYT -- time sens  
**Date:** Friday, April 08, 2016 1:03:49 PM

---

So great. Our Chief External Strategy Officer Sarah Solon, who I'm sure you've worked with already, can speak with Joseph on background. Do you want to shoot his info over so we can reach out?

Thanks so much,  
Crystal

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**Subject:** NYT -- time sens  
**Importance:** High

Hi Crystal and Rob,

Reaching out with a time sensitive request if you're able to send a quick response -- Joseph Goldstein at the New York Times is very interested in speaking with someone in New York about the efforts. Probably background initially. Is this something we can mobilize quickly?

Happy to hop on the phone to chat if easier. 646-200-5292.

Thanks,

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Mayor's Office of Criminal Justice  
212-416-5265  
[Ccooper2@cityhall.nyc.gov](mailto:Ccooper2@cityhall.nyc.gov)

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**From:** Samuel Knowles [<mailto:samuel.knowles@berlinrosen.com>]  
**Sent:** Wednesday, April 06, 2016 9:03 AM  
**To:** Szytko, Robert; Cooper, Crystal  
**Cc:** Hanah Smith; [kmoler@mrss.com](mailto:kmoler@mrss.com)  
**Subject:** AP request for Thursday

Hi Rob and Crystal,

Jake Pearson at the AP would like to speak with someone Thursday about NYC's work through the initiative. He's written several pieces about the SJC, so he's well versed in the work overall.

Laurie at the Foundation is giving him an overview of the announcement at 11am on Thursday, so ideally some time in the afternoon.



Can you let me know if that's possible and who will be doing the interview? Once that's set, I'll plan to connect him to you two over email so you're in touch on any final logistics. Please let me know any questions or concerns.

Thanks so much,

Sam

—

Sam Knowles

BerlinRosen Public Affairs

[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)

o: 646-200-5292

m: 917-359-3351

**From:** [Jonathan Rosen](#)  
**To:** [Salazar-Rodriguez, Prisca](#)  
**Subject:** Re:  
**Date:** Friday, April 08, 2016 2:08:21 PM

---

Yep.

On Apr 8, 2016, at 12:43 PM, Salazar-Rodriguez, Prisca <[PSalazar-Rodriguez@cityhall.nyc.gov](mailto:PSalazar-Rodriguez@cityhall.nyc.gov)> wrote:

HEY!

Can you get on a meet the press prep call today at 630pm?

Prisca

**From:** [Samuel Knowles](#)  
**To:** [Cooper, Crystal](#)  
**Subject:** RE: NYT - joseph goldstein info  
**Date:** Friday, April 08, 2016 4:25:19 PM

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Thanks so much, Crystal. Appreciate it.

---

**From:** Cooper, Crystal [mailto:CCooper2@cityhall.nyc.gov]  
**Sent:** Friday, April 08, 2016 3:53 PM  
**To:** Samuel Knowles <samuel.knowles@berlinrosen.com>  
**Subject:** RE: NYT - joseph goldstein info

Hi Sam,

Joseph gave me a call after I reached out via email, and we confirmed his background chat with Sarah for 5:30 p.m. today. Will make sure to send you notes on how it went afterwards.

Thanks!  
Crystal

---

**From:** Samuel Knowles [<mailto:samuel.knowles@berlinrosen.com>]  
**Sent:** Friday, April 08, 2016 3:50 PM  
**To:** Cooper, Crystal  
**Subject:** RE: NYT - joseph goldstein info

Hi Crystal, were you able to connect? Just wanted to make sure and would love a recap whenever you have it. If he wants to move forward, I'm planning to offer to connect him with the Foundation, etc. and see what other info we can get him. Thanks, Sam

---

**From:** Samuel Knowles  
**Sent:** Friday, April 08, 2016 1:19 PM  
**To:** 'Cooper, Crystal' <[CCooper2@cityhall.nyc.gov](mailto:CCooper2@cityhall.nyc.gov)>  
**Subject:** NYT - joseph goldstein info

Joseph Goldstein  
212-556-1234 (must be a general number)  
'joseph.goldstein@nytimes.com'

**From:** [Solon, Sarah](#)  
**To:** [Joseph Goldstein](#); [Cooper, Crystal](#)  
**Cc:** [Samuel Knowles](#)  
**Subject:** RE: NYC MacArthur Safety and Justice Challenge Initiative Request  
**Date:** Friday, April 08, 2016 7:44:42 PM

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Hi Joe,

Is there a time between 2pm and 6pm tomorrow that would be convenient for you?

Thanks,  
Sarah

---

From: Joseph Goldstein [joseph.goldstein@nytimes.com]  
Sent: Friday, April 08, 2016 6:01 PM  
To: Cooper, Crystal  
Cc: Samuel Knowles; Solon, Sarah  
Subject: Re: NYC MacArthur Safety and Justice Challenge Initiative Request

Sorry to have missed the call. Sarah, I will try you in five minutes and if we don't connect then, please let me know a good time tomorrow. Thanks, Joe

Sent from my iPhone

On Apr 8, 2016, at 5:39 PM, Cooper, Crystal  
<CCooper2@cityhall.nyc.gov<<mailto:CCooper2@cityhall.nyc.gov>>> wrote:

Hi Joseph,

Following up. Sarah just tried to ring you but wasn't able to reach you or leave a voicemail. If you want to get in touch, you can call her at this number: [REDACTED] She can also speak at any time tomorrow.

Thanks so much,  
Crystal

Crystal Cooper  
Senior Press Analyst  
Mayor's Office of Criminal Justice  
1 Centre Street, 10th Floor, Rm 1012N  
New York, NY 10007  
O: 212-416-5265  
Ccooper2@cityhall.nyc.gov<<mailto:Ccooper2@cityhall.nyc.gov>>

From: Cooper, Crystal  
Sent: Friday, April 08, 2016 1:28 PM  
To: 'joseph.goldstein@nytimes.com<<mailto:joseph.goldstein@nytimes.com>>'  
Cc: 'Samuel Knowles'  
Subject: NYC MacArthur Safety and Justice Challenge Initiative Request

Hi Joseph,

Crystal Cooper reaching out from the Mayor's office. Good to connect with you.

Samuel notified me of your interest in speaking to someone about New York City's plans to reduce over-incarceration as part of the Safety and Justice Challenge.

Our Chief External Strategy Officer Sarah Solon can speak to you on background this afternoon. Please let me know your preferred time to speak (if any) and best number for contact.

Best,

Crystal Cooper  
Senior Press Analyst  
Mayor's Office of Criminal Justice  
1 Centre Street, 10th Floor, Rm 1012N  
New York, NY 10007  
O: 212-416-5265  
Ccooper2@cityhall.nyc.gov <<mailto:Ccooper2@cityhall.nyc.gov>>

**From:** [Restler, Lincoln](#)  
**To:** [Mary Brosnahan \(MBrosnahan@cfthomeless.org\)](#); [Giselle Routhier \(GRouthier@cfthomeless.org\)](#)  
**Cc:** [dan@berlinrosen.com](#)  
**Subject:** Monday 90 Day Announcement  
**Date:** Saturday, April 09, 2016 2:43:00 PM

---

Hi Mary and Giselle –

Hope you are both enjoying a quiet rainy day.

Mary – heard it was a good conversation with Steve yesterday. I wanted to formally request you join the Mayor and Steve for the 90 day announcement at the BronxWorks HomeBase site on Monday. Suggested arrival time is 1:15pm on Monday at 1130 Grand Concourse (at 167<sup>th</sup> Street).

We would love for you to speak. We are still finalizing the program – but should be able to confirm for you tomorrow evening about the opportunity to speak.

Lastly, would you be game to provide statement for the press release by 11am on Monday?

Thanks so much!

Lincoln

**From:** [Arslanian, Kayla](#)  
**To:** [Caquias, Paula](#); [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); [Viguers, Jonathan](#); [Hinton, Karen](#); [Almonte, Catherine](#); [Adams Baker, Marti](#); [Salazar-Rodriguez, Prisca](#); [Hagelgans, Andrea](#); [Walzak, Phil](#)  
**Subject:** MBDB: Prep Call for Meet the Press  
**Date:** Saturday, April 09, 2016 3:57:58 PM

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Hi all. Just gave him a five min time check - will let ppl know when he's ready and when it's time to hop on the call. Thanks!

**MBDB: Prep Call for Meet the Press**

Scheduled: Saturday, Apr 9, 2016 from 4:00 PM to 4:30 PM

Location: Call In: [REDACTED] Code: [REDACTED]

Invitees: Caquias, Paula , Jonathan Rosen , Viguers, Jonathan , Hinton, Karen , Almonte, Catherine , Adams Baker, Marti , Salazar-Rodriguez, Prisca , Hagelgans, Andrea , Walzak, Phil

Sent from my iPhone

**From:** [Arslanian, Kayla](#)  
**To:** [Caquias, Paula](#); [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); [Viguers, Jonathan](#); [Hinton, Karen](#); [Almonte, Catherine](#); [Adams Baker, Marti](#); [Salazar-Rodriguez, Prisca](#); [Hagelgans, Andrea](#); [Walzak, Phil](#)  
**Subject:** MBDB: Prep Call for Meet the Press  
**Date:** Saturday, April 09, 2016 4:37:21 PM

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Team -

Mayor still tied up. We will aim to do this call while he's en route back to Hilton for TelePrompTer rehearsal. Not completely certain on when that will be - maybe 5/5:30pm. Will keep everyone posted !! Sorry for the delay.

**MBDB: Prep Call for Meet the Press**

Scheduled: Saturday, Apr 9, 2016 from 4:00 PM to 4:30 PM

Location: Call In: [REDACTED] Code: [REDACTED]

Invitees: Caquias, Paula , Jonathan Rosen , Viguers, Jonathan , Hinton, Karen , Almonte, Catherine , Adams Baker, Marti , Salazar-Rodriguez, Prisca , Hagelgans, Andrea , Walzak, Phil

Sent from my iPhone



**From:** [Arslanian, Kayla](#)  
**To:** [Caquias, Paula](#); [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); [Viguers, Jonathan](#); [Hinton, Karen](#); [Almonte, Catherine](#); [Adams Baker, Marti](#); [Salazar-Rodriguez, Prisca](#); [Hagelgans, Andrea](#); [Walzak, Phil](#)  
**Subject:** MBDB: Prep Call for Meet the Press  
**Date:** Saturday, April 09, 2016 6:15:48 PM

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Mayor is saying no prep needed. Apologies all.

**MBDB: Prep Call for Meet the Press**

Scheduled: Saturday, Apr 9, 2016 from 4:00 PM to 4:30 PM

Location: Call In: [REDACTED] Code: [REDACTED]

Invitees: Caquias, Paula , Jonathan Rosen , Viguers, Jonathan , Hinton, Karen , Almonte, Catherine , Adams Baker, Marti , Salazar-Rodriguez, Prisca , Hagelgans, Andrea , Walzak, Phil

Sent from my iPhone

**From:** [Restler, Lincoln](#)  
**To:** [mbrosnahan@cft homeless.org](mailto:mbrosnahan@cft homeless.org)  
**Cc:** [GRouthier@cft homeless.org](mailto:GRouthier@cft homeless.org); [Dan@berlinrosen.com](mailto:Dan@berlinrosen.com)  
**Subject:** 90 Day Review  
**Date:** Monday, April 11, 2016 6:37:02 AM  
**Attachments:** [90 Day Review Draft Report FINALv7\\_clean.docx](#)

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Hey Mary - glad you can join us this afternoon! Press conference is at 1130 Grand Concourse (at 167th Street) at the BronxWorks HomeBase location. Please arrive by 1:15PM

See press release below and draft report attached. I will follow up with Dan about a statement for the release.

Thanks!

Lincoln

**MAYOR DE BLASIO: COMPREHENSIVE HOMELESS SERVICES PLAN INCREASES FOCUS ON  
PREVENTION & REHOUSING**  
***Result of 90-Day Review Includes Streamlined Management Structure That Generates \$38 Million  
in Administrative Savings***

Mayor Bill de Blasio announced today a comprehensive plan to ensure homeless services are delivered as efficiently and effectively as possible with a focus on both preventing vulnerable New Yorkers from becoming homeless and rehousing individuals and families in shelter into permanent housing. The plan is the result of the 90-day review of homeless services ordered by the Mayor and incorporates and builds on the many reforms that were announced during the review period. The first part of the plan, full implementation of the Home-STAT outreach program for street homeless, was announced last week. The plan also includes measures to improve conditions and safety in shelters.

To ensure all resources are focused on prevention and rehousing:

- The City will implement an integrated management structure with both the Human Resources Administration (HRA) and the Department of Homeless Services (DHS) reporting to a single Commissioner of Social Services (DSS), current DSS/HRA Commissioner Steven Banks.
- Prevention and rehousing operations at DHS will be consolidated with groups that perform the same function at HRA.
  - DHS's Homebase prevention unit will join HRA's Homelessness Prevention Administration.
  - A unified HRA management structure based on the veterans move out initiative will focus on finding permanent housing for shelter residents.
- DHS will focus on managing and improving shelter operations, including developing new types of shelters.
- The two agencies will share administrative support services resulting in substantial savings.
- To advance accountability for preventing and alleviating homelessness across multiple City agencies, the City will create an Interagency Homelessness Accountability Council reporting

to the Deputy Mayor for Health and Human Services Herminia Palacio.

“Since the beginning of the administration, the City has committed to an aggressive focus on preventing homelessness and helping New Yorkers move from shelter into permanent housing. But when it became clear that the seriousness of the problem required fresh thinking and a new approach, I asked for a thorough review,” Mayor de Blasio said. “We now have a comprehensive plan, including significant policy changes and both programmatic and structural reforms that will improve our ability to keep vulnerable New Yorkers in their homes or help them find new permanent homes. I urge the State, the providers, the advocates and homeless New Yorkers to join us in a new partnership to bring the homeless situation that has built up over the years under control.”

There are four key elements to the new plan—prevention, rehousing, street homelessness outreach and improving shelter conditions—and a total of 46 individual systemic reforms. As a result of the proposed reforms, there will be administrative and programmatic savings estimated at \$38 million by eliminating duplicative administrative operations and streamlining management, which will offset new program costs of \$66 million that will be presented in the Executive Budget.

### **PREVENTION**

Preventing homelessness before it occurs is critical to reducing the number of families and individuals living in shelter, and is a cost-effective and common sense solution to our City’s homelessness problem that has gotten worse over the last 20 years. These reforms refocus the system to place greater emphasis on the role of prevention services, expanding the tools and resources available to those in need and pro-actively identifying and serving those who are most at-risk of becoming homeless.

**Structural Reform:** Consolidate the DHS Homebase Program with HRA’s homelessness prevention program.

### **Programmatic Reforms:**

- Expand the scope of Homebase as the first point of entry for those at risk of homelessness so that people are served in their home borough rather than at one city-wide intake center.
- Realign roles of HRA staff at Homebase to prevent evictions and provide assistance.
- Use data analytics to proactively target prevention services for the most at-risk.
- Target rental assistance for at-risk clients with mental health needs cycling between Rikers and homelessness.
- Target services for youth in DYCD shelters before they transition to DHS shelters.
- Target outreach to doubled up families with school-aged children.
- Call on the State to participate in 2 task forces with the City to:
  - Implement alternatives to avert discharges from state prisons to shelter.
  - Implement community-based programs to replace mental health shelters.

### **REHOUSING**

Finding safe and affordable housing is essential to addressing homelessness. Coordinating rehousing resources in the City under one management structure, making the rental assistance program easier

to navigate, enhancing aftercare services, and enforcing housing discrimination laws will improve shelter move outs and housing stability.

**Structural Reform:** Establish a unified HRA management structure based on the veterans move out initiative to promote move outs to reduce the shelter census.

**Programmatic Reforms:**

- Streamline shelter relocation programs by consolidating and streamlining the LINC, SEPS and City FEPS rental assistance programs.
- Increase enforcement of the source of income discrimination law.
- Streamline the housing placement process to connect homeless clients to HPD-financed units that are available and appropriate for their needs.
- Continue to utilize NYCHA apartments within the annual needs-based allocation for clients on the waiting list who are in DHS and HRA domestic violence shelters.
- Enroll qualified shelter residents on SSI/SSD to increase income and promote rehousing.
- Implement more effective aftercare services.
- Incorporate Continuum of Care strategic planning into homeless strategy development and establish a leadership reporting structure:
- Call on the State to permit use of Medicaid funds for apartment search and shelter relocation services for homeless clients with disabilities and to approve FEPS plan modifications.

**STREET HOMELESSNESS**

The City's street homelessness reforms work together to better identify, engage, and transition homeless New Yorkers from the streets to appropriate services and permanent housing. The full launch of HOME-STAT builds on our street homelessness prevention and response initiatives, and enhanced funding for additional safe haven beds, drop in centers, and supportive housing units ensures that those living on the streets have opportunities to come inside and connect to the services and supports they need.

**Programmatic Reforms:**

- Fully launch HOME-STAT to address street homelessness: The HOME-STAT initiative partners existing homeless response and prevention programs with a series of new innovations designed to better identify, engage, and transition homeless New Yorkers from the streets to appropriate services and permanent housing.
- Enhance tools for outreach teams to bring people in from the streets: The City will increase safe haven beds, increase the number of drop in centers, and develop 15,000 units of supportive housing to provide essential tools to address street homelessness.

Last week, the City launched the HOME-STAT daily dashboard, an on-line reporting system that maps requests for homeless outreach assistance from the public and HOME-STAT canvassers, and other related data. A monthly dashboard that reports on aggregate outcomes, conditions and performance will be launched later this month. Together, these dashboards will offer an unprecedented consistent, transparent and broad set of data to track the City's efforts in reducing street homelessness and improving lives for our fellow New Yorkers.

## **IMPROVE SHELTER SERVICES**

The City is committed to providing decent living conditions and high-quality social services to every family and individual living in shelter. These reforms address immediate concerns around shelter security and building conditions and include long-term strategies for sustaining these reforms into the future. These reforms also address pressing social service needs, targeting services to specific high-risk populations and giving clients opportunities to enhance their income-building capacity by developing a career pathway while in shelter.

**Structural Reform:** Focus DHS operations on overseeing the not-for-profit shelters and related services, and implement new accountability systems.

### **Programmatic Reforms:**

- Improve shelter security:
  - Deployment of an NYPD management team to develop an action plan to upgrade security at all shelters
  - NYPD is retraining all DHS Peace Officers.
  - Enhanced domestic violence and family conflict services.
  - Improve reporting and tracking of critical incidents.
- Improve shelter conditions and operations by:
  - Expanding Shelter Repair Squad 2.0 Operations:
    - Establishing a unit of City staff to identify and address conditions and continue reporting on and repairing violations.
    - The Shelter Report Card will be produced regularly to hold the City and providers publicly accountable.
    - The City will ensure that all providers have clear information about the standards and regulations against which they are measured.
  - Continuing semi-annual multi-agency inspections and calling on OTDA and the Comptrollers to participate.
  - Assessing the potential conversion of existing shelters to permanent housing and replacing clusters and hotels with models like Gateway and Homestretch.
  - Expanding the capital repair program.
  - Rationalizing shelter provider rates.
  - Addressing ADA compliance in shelters.
- Promote career pathways for shelter residents by:
  - Implementing adult literacy and High School equivalency programming at shelters.
  - Implementing a training/employment program for residents to learn trades by providing system-wide shelter maintenance services in private shelters.

“The homelessness situation requires immediate action. That’s why we have been announcing reforms throughout the 90-day review period and why we picked a structure—shared management—that produces maximum coordination with the least amount of bureaucratic issues to put in place quickly,” said First Deputy Mayor Anthony Shorris. “Given his 30 years of leadership on homeless issues in New York City and two years of effectively reforming HRA, Commissioner Steven Banks was the obvious choice to implement this new structure.”

“While this reform plan focuses on two City agencies, HRA and DHS, success in dealing with homelessness requires cooperation and coordination throughout City government. The Interagency Homelessness Accountability Council will ensure that all City resources are brought to bear as effectively as possible,” said Deputy Mayor for Health and Human Services Herminia Palacio.

“Our goal is to provide seamless services to clients designed to best help them with their specific problems, whether it’s to prevent homelessness or move from shelter permanently into the community. Since many people are served by both HRA and DHS, the best way to do that is to have the two agencies work closely together and have all the prevention services in one agency,” said DSS/HRA Commissioner Steven Banks.

“This reform plan demonstrates the City’s commitment to efficiency and accountability through its focus on shared services and citywide oversight. It also emphasizes the City’s efforts to be transparent and publicly accountable through the continued public posting of the Shelter Repair Scorecard and the newly launched HOME-STAT dashboard that will allow the public to follow daily street homeless outreach activity,” said Mindy Tarlow, Director of the Mayor’s Office of Operations.

During the course of the 90-day review the City has already announced and begun implementing the following:

- Launched HOME-STAT to address street homelessness.
- Doubled the number of drop-in centers.
- Created the shelter repair scorecard.
- Implemented an enhanced shelter repair program.
- Increased security at all hotels that house homeless families and individuals.
- Provided 24/7 security coverage at mental health shelters.
- Begun enhancements of domestic violence services at shelters.
- Initiated a New York City Police Department (NYPD) shelter security review and retraining of Department of Homeless Services (DHS) peace officers.
- Committed to ending the cluster and commercial hotel programs.
- Implemented a plan to create 15,000 new units of supportive housing over the next 15 years.

In mid-December 2015, Mayor de Blasio ordered a comprehensive operational review of New York City’s homeless operations. Leadership and staff from City Hall, the Human Resources Administration (HRA), the Department of Homeless Services (DHS) and the Mayor’s Office of Operations began a review of the 20-year-old system of providing homeless services to assess the strengths and challenges of the current system and identify how to deliver client services more effectively and improve client outcomes. The review was guided by three key principles: providing quality services to vulnerable residents, efficient use of City resources, and achieving cost effectiveness by avoiding duplication.

The 90-day review included interviews with a variety of stakeholders in order to obtain feedback on service gaps for homeless New Yorkers and how New York City can best address homelessness. HRA Commissioner Steven Banks, Operations Director Mindy Tarlow, and City Hall Health and Human

Services staff interviewed more than 400 people. They met with homeless people in shelters, on the streets and in focus groups; advocates, shelter and homeless services providers, other non-profit organizations, national experts and researchers, former DHS Commissioners, and elected officials; and staff union leadership and managers and staff at DHS, HRA and other City agencies. They also surveyed best practices in other jurisdictions, and received feedback from the United States Department of Housing and Urban Development (HUD). In all, 24 different government agencies and 60 non-profit providers participated in the review process.

Lincoln Restler  
Intergovernmental Affairs  
Mayor's Office  
212.341.5037

# REVIEW OF HOMELESS SERVICE AGENCIES AND PROGRAMS

April, 2016

## EXECUTIVE SUMMARY:

In mid-December 2015, Mayor de Blasio ordered a comprehensive operational review of New York City's homeless programs to ensure services are delivered as efficiently and effectively as possible in order to prevent, reduce and manage homelessness.

Leadership and staff from City Hall, the Human Resources Administration (HRA), the Department of Homeless Services (DHS) and the Mayor's Office of Operations immediately began a review of the 20-year-old system of providing homeless services to assess the strengths and challenges of the current system and identify how to deliver client services more effectively and improve client outcomes. The review was guided by three key principles: providing quality services to vulnerable residents, efficient use of city resources, and achieving cost effectiveness by avoiding duplication. The reforms in this report build on the initiatives to alleviate homelessness already authorized and are aimed at preventing homelessness, improving conditions and safety in shelter, and helping New Yorkers move from shelter into permanent housing.

As a result of the review and building on reforms announced during the 90-day period, the City will implement an integrated management structure with both HRA and DHS reporting to a single Commissioner of Social Services. This will allow the two agencies to provide more seamless and effective client services. The City will leverage the shared services functions across the two agencies, resulting in better day-to-day management and building a unified mission across agencies. Prevention and rehousing will be moved out of DHS operations and integrated within current HRA operations. To advance accountability for preventing and alleviating homelessness across multiple City agencies, the City will create an Interagency Homelessness Accountability Council reporting to the Deputy Mayor for Health and Human Services.

These major programmatic and structural changes are based on comprehensive input from a range of stakeholders, client interviews and focus groups, client and staff surveys, a process review of functions, and an analysis of national best practices. As a result of the proposed reforms, there will be administrative and programmatic savings estimated at \$38 million by eliminating duplicative operations and streamlining management.

## OVERVIEW:

Since the beginning of the administration, the City has committed to improving the lives of homeless New Yorkers with an aggressive focus on preventing homelessness, improving conditions in shelter, and helping New Yorkers move from shelter into permanent housing. The City covers 56% of the \$954 million annual cost of providing shelter to homeless New Yorkers, with the federal government



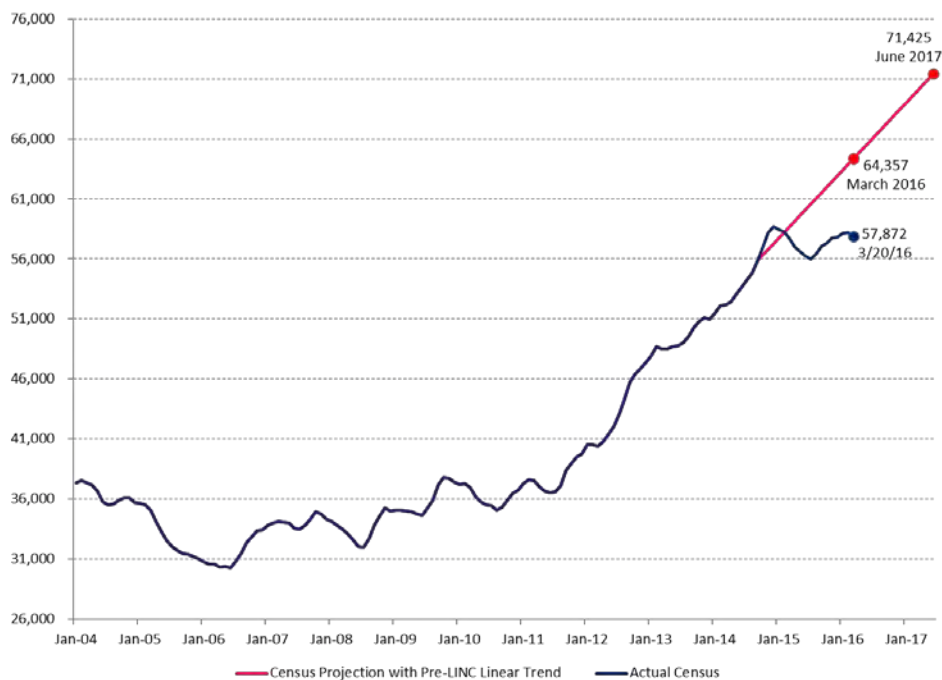
providing 28% and the State providing 15% (including a capped contribution of \$68 million for the cost for shelter for single adults). After the 90-day review began, the City announced a series of new reforms to transform the homeless services system by addressing street homelessness, prevention, shelter conditions and services, shelter safety, and permanent housing. The City has:

- Doubled the number of drop-in centers to provide services to street homeless individuals;
- Created the shelter repair scorecard to track improvements in shelter conditions;
- Created the shelter repair scorecard;
- Implemented an enhanced shelter repair program;
- Increased security at all commercial hotels that house homeless families and individuals;
- Provided 24/7 security coverage at mental health shelters;
- Begun enhancements of domestic violence services at shelters;
- Initiated a New York City Police Department (NYPD) shelter security review and retraining of Department of Homeless Services (DHS) peace officers;
- Committed to ending the cluster and commercial hotel programs;
- Implemented a plan to create 15,000 new units of supportive housing over the next 15 years.

These reforms are significant policy changes, and after a comprehensive review the administration has developed both programmatic and structural recommendations that will further enhance the current work and shift the system in a new direction.

New York City has been facing increasing economic inequality as a result of low wages, the lack of affordable housing, and an increased cost of living. Based on the most recent data available, approximately 45 percent of New Yorkers live at or near poverty; approximately 21 percent live below the poverty line. This income inequality, combined with other causes of homelessness such as domestic violence, overcrowding, eviction, and the loss of affordable housing in recent years are what bring people to our shelter system. Moreover, the precipitous elimination of the Advantage rental assistance program in the 2011 State budget resulted in substantial annual increases in the family shelter census that have exacerbated the homeless problem in New York City. We did not arrive at this crisis overnight and it will take some time to address the multifaceted drivers of homelessness. The chart below shows the trajectory of homelessness that the administration inherited in 2014 and the impact of the administration's programs to stabilize the shelter system census. Without these programs, the shelter census would have continued on a path to more than 71,000. The additional reforms further build on the initiatives to prevent and alleviate homelessness already authorized. A summary of these major policy reforms is set forth at the end of this report.

## Shelter Census Forecast Compared to Historical Growth



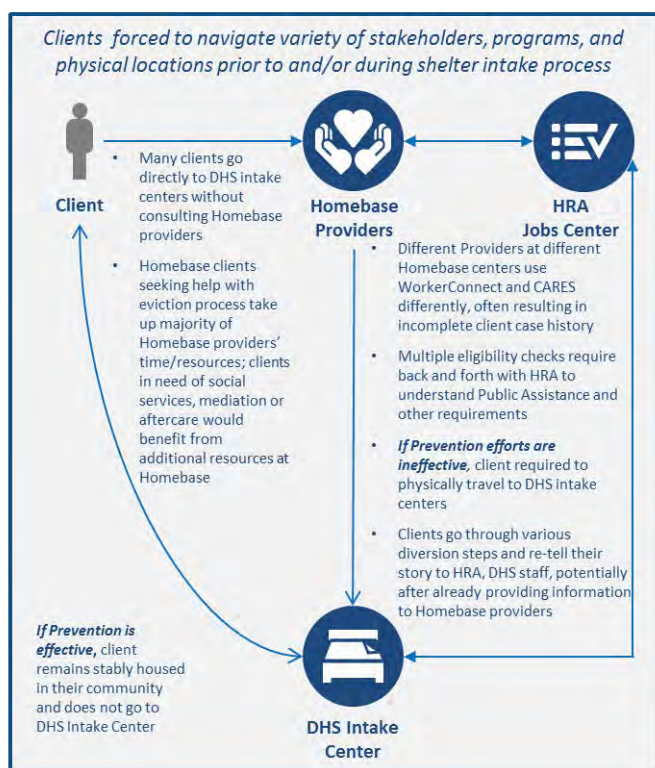
### **KEY PROGRAMMATIC REFORMS:**

Homelessness in New York City as reflected in the DHS shelter system census has increased by approximately 115% over the past two decades. Increasing homelessness is a product of today's economic realities - increasing income inequality, rents rising, and stagnant wages. The additional reforms below will cost an estimated \$66 million which will be offset by the \$38 million in administrative savings mentioned above.

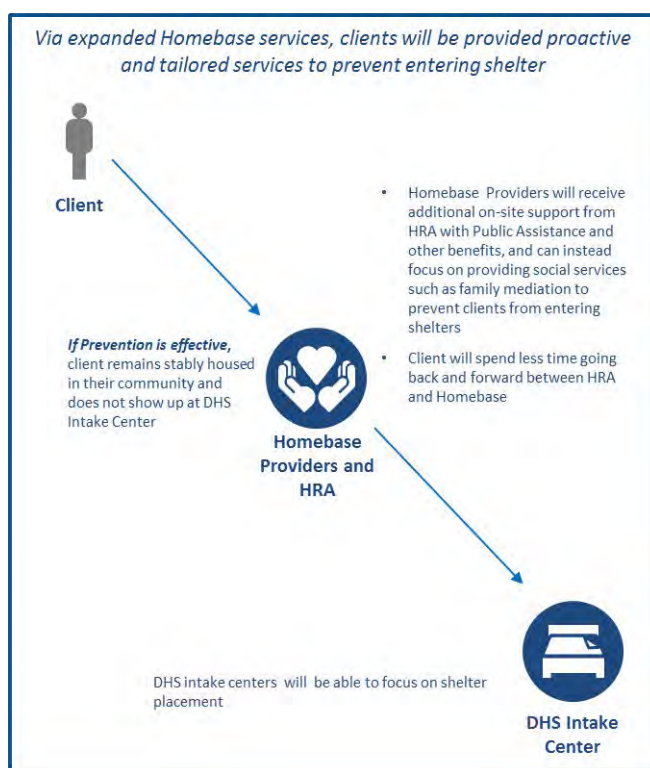
#### ***Prevention:***

Prevention is the common sense and best solution to homelessness, which is why the administration has already added substantial resources to help those on the brink of homelessness and eviction stay housed, resulting in a 24% decrease in evictions over the past two years. By using data analytics, the City can better target and proactively reach out to those at greatest risk of becoming homeless. The City will be implementing new community-based initiatives for families to seek crisis intervention services at Homebase sites instead of at DHS's shelter intake facility, PATH, and will test the effectiveness of the new approach at designated sites before system-wide implementation. Enhancing current prevention efforts and reorienting the system toward a "prevention first" model will help families avoid the trauma of homelessness and reduce the shelter census.

### Current Prevention Process



### Future Prevention Process



### Addressing Street Homelessness:

With the full launch of HOME-STAT, the nation's most comprehensive street outreach program, with nearly 500 workers to help transition homeless individuals into shelters, the City will be able to address more effectively the needs of New Yorkers who are homeless and on the streets. By developing 500 new safe haven beds, the City will increase available low threshold options for those who need assistance but are not willing to enter shelter. The supportive housing plan will provide an additional tool to address street homelessness with a proven track record of success. These reforms coupled with a citywide case management system will enhance City service integration, continuous monitoring and outreach, and rapid response to individuals on the street, improving the quality of life for both clients and City residents.

### Sheltering:

Because the number of clients in shelter has increased as a result of the exponential shelter system census growth from 2011 into 2014 presented in the chart above, it has become increasingly difficult for DHS to adequately oversee and monitor providers, ensure safe, clean and secure conditions, and provide necessary services to clients. Shelter safety can be improved right away through the deployment of an NYPD management team to DHS to develop an action plan to upgrade security at all shelters and the NYPD's retraining of the DHS peace officers. The City will create a multi-pronged approach to improving shelter conditions by: establishing a unit of City staff to observe conditions, monitor services, and determine vacancies; streamlining the inspection process for providers; and developing a capital needs repair program. Creating career employment pathways and enhancing education and training

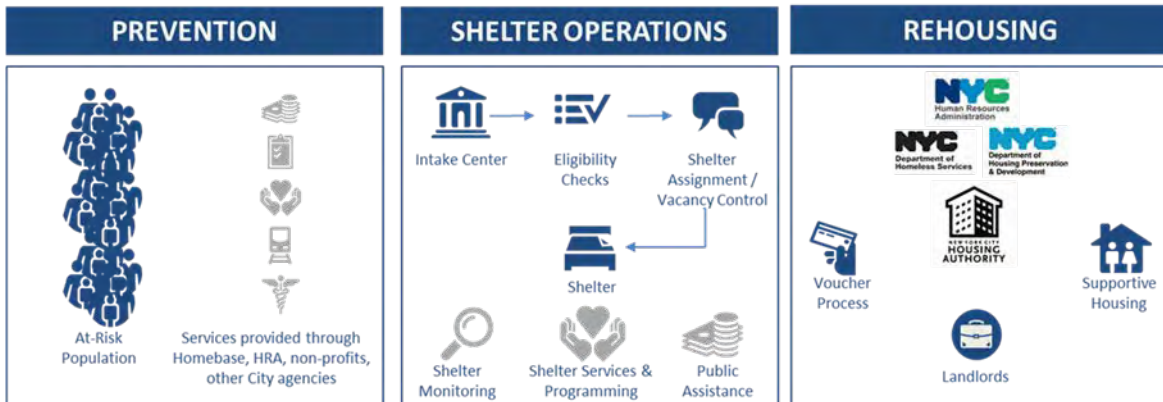
services for clients while in shelter coupled with program-focused shelters with targeted services and better provider accountability will reshape the role shelters play in helping clients move to permanent housing. Phasing out the use of clusters and commercial hotels is also essential to improving shelter conditions and services.

**Rehousing:**

This administration has rebuilt rental assistance programs and shelter prevention and exit strategies and thereby housed or prevented homelessness for more than 32,000 children and adults. It is significantly more cost-effective for taxpayers to keep families and individuals in their homes and assist with rent than to pay the full cost to shelter a family or individual. Establishing a unified management structure was critical to achieving the goal of ending chronic veteran homelessness, and so the City will replicate that structure to promote overall shelter move outs. The current rental assistance programs will be streamlined through consolidation and process improvements. In order to ensure effective usage of the programs, the City will increase enforcement of the source of income discrimination local law.

**Process Finding: Disjointed Client Experience**

*Back-office process inefficiencies impact clients’ abilities to receive services, and move in and out of shelter quickly and efficiently, as they struggle through what is a difficult and traumatic experience. Clients interact with multiple City agencies and/or Providers, sometimes physically traveling across the city to multiple locations.*



**Coordination:** Multiple agencies and Providers responsible for prevention services resulting in potential overlap or inefficient hand-offs

**Intake:** Manually-intensive and often duplicative processes; reliance on self-reported data leads to decisions made without whole context  
**Placement:** Phone-based, manually-intensive system that takes hours and tremendous effort to place clients, who often wait well into the night before being placed in a shelter  
**Services:** Need for more robust oversight processes results in inconsistent level of services for clients across various shelter sites

**Voucher System:** Voucher system confusing to both clients and landlords delays move-outs

**Rehousing:** Need for consolidated real estate processes and information increases the amount of time spent searching for available housing

## REVIEW PROCESS:

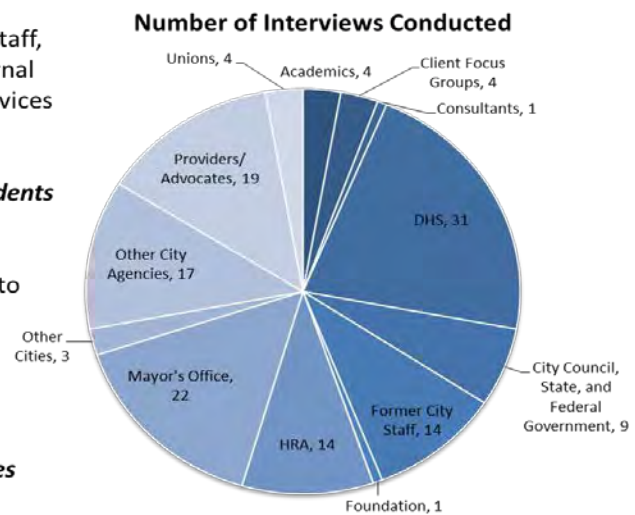
Over the past 90 days, City Hall, HRA, DHS and Operations leadership and staff, supported by PwC<sup>1</sup>, conducted a review of homeless services to assess the strengths and challenges of the current system, and identify how to deliver client services more effectively and improve client outcomes. The programmatic and structural reforms below were informed by comprehensive input from a range of stakeholders, client interviews and focus groups, client and staff surveys, a process review of functions, and an analysis of national best practices.

### *Stakeholder Interviews:*

The 90-day review included interviews with a variety of stakeholders in order to obtain feedback on service gaps for homeless New Yorkers and how New York City can best address homelessness. HRA Commissioner Steve Banks, Operations Director Mindy Tarlow, City Hall Health and Human Services staff, and PwC consultants interviewed more than 400 people. They met with homeless people in shelters, on the streets and in focus groups; advocates, shelter and homeless services providers, other non-profit organizations, national experts and researchers, former DHS Commissioners, and elected officials; and staff union leadership and managers and staff at DHS, HRA and other City agencies. They also surveyed best practices in other jurisdictions, and received feedback from the United States Department of Housing and Urban Development (HUD). In all, 24 different government agencies and 60 non-profit providers participated in the review process. Interviewees were asked what they considered to be DHS's most pressing challenges, what critical changes they would like to see implemented to improve the provision of homeless services, and what benefits or drawbacks they saw in the structural relationship between DHS and HRA. Specific questions regarding homelessness prevention, street homelessness, shelter intake systems, rehousing resources, shelter conditions, safety and services, rental assistance and housing, technology improvements, and special populations were also asked.

#### Inputs:

- **Over 400 people interviewed** including City staff, providers, local and national advocates, external partners, former leaders and providers of services **and 4 focus groups with clients**
- **Survey of 725 DHS staff and 630 shelter residents** across shelter populations and types
- Process mapping of **intake centers** and visits to **shelters**
- Research of **leading practices** from other jurisdictions and academics
- Analysis of **existing City policies and processes**



<sup>1</sup> The City contracted with PwC for support services in the amount of \$200,000 through its Business Consulting Services Contract.

### *Client Focus Groups:*

In addition to the formal interviews, client focus groups were conducted with four homeless advocacy organizations in order to obtain client feedback. The focus groups were convened by the Coalition for the Homeless, the Urban Justice Center's Safety Net Project, Picture the Homeless, and VOCAL. Through this process, more than 80 clients shared their experiences directly with Commissioner Banks and staff and provided feedback on the delivery of services. Clients focused primarily on issues surrounding shelter conditions and policies, social service delivery, and housing. Additional client discussions were conducted in shelters and on the streets.

### *Staff and Client Surveys:*

A survey was sent to DHS staff and a random sample of clients to assess what services are most important to address homelessness. More than 700 DHS staff responded to the online survey and 630 clients across shelter populations and types were surveyed. Both clients and staff overwhelmingly reported that rehousing programs and processes are the biggest area of opportunity for reform, with 34% of clients and 27% of staff citing it as the most critical issue. Within rehousing, staff and clients commented on the need to streamline rental assistance, have greater availability of affordable and supportive housing, and provide recourse for landlord source of income discrimination. In addition to the surveys, the DHS and HRA staffs were also invited to email Commissioner Banks and Health and Human Services staff directly with feedback, and agency staff provided detailed recommendations that were considered in our analysis.

### *Process Analysis:*

A process analysis of prevention and intake, capacity planning and projections, and shelter operations was conducted to identify strengths of the system and areas of opportunity for reform. Through shelter and intake center visits, stakeholder interviews and a review of operations, we were able to identify where clients interact with multiple agencies and where there are gaps and overlap in service delivery.

### *Review of Best Practices:*

Former DHS Commissioner Gilbert Taylor, with support from the Mayor's Office of Operations, conducted a national review of leading practices in homelessness. Best practices were culled based on a review of guidance from the federal government, national and local advocacy groups, academic literature, and

direct interviews with peer cities. The review focused on the following areas: prevention and aftercare, street outreach, shelter services, housing permanency, coordination and governance structure, and data systems. HUD officials provided additional input regarding national practices.

### **STRUCTURAL REFORMS:**

In order to best support the necessary reforms, different organizational structures were reviewed. The guiding principles considered were:

- Efficacy - what delivery model will most effectively provide services;
- Quality - what structure will support quality services; and
- Cost - how can the City leverage current investments and avoid duplication.

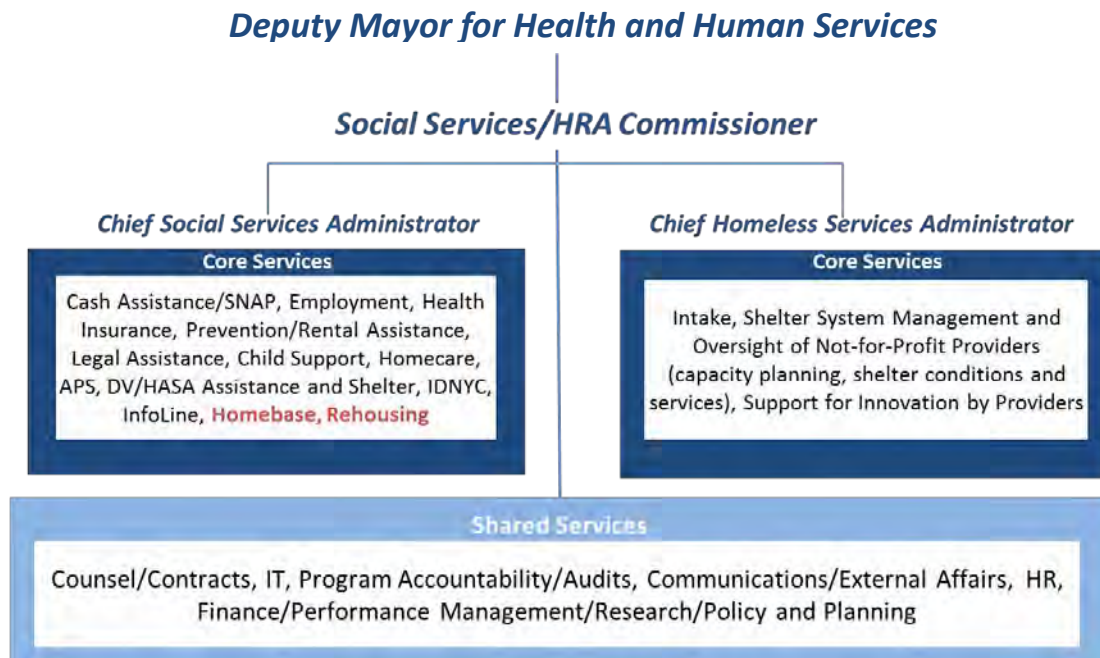
Three models with variations were considered: keeping two separate agencies, combining parts of the two agencies, merging both agencies into one.

The best means of quickly improving homeless services, while avoiding unnecessary bureaucratic details involved in a merger, is to create an integrated management structure with shared administrative services. Both HRA and DHS will report to the Social Services /Human Resources Administration Commissioner. The Commissioner will appoint a chief homeless services administrator for DHS and a chief social services administrator for HRA. The Social Services Commissioner will continue to report the Deputy Mayor for Health and Human Services. Creating an integrated reporting structure for both agencies reporting to a single Commissioner will create better day-to-day management and a unified mission across agencies. Rather than investing additional resources into DHS to support enhanced

administrative operations, the City can leverage the shared services functions across the two agencies. A streamlined structure is the most cost effective because it leverages staff and resources that can be shared across agencies.

Prevention and rehousing will be integrated within current HRA operations under the new chief social services administrator. The current separation of those tasks leads to duplication, inefficiencies and ineffectiveness. Integrating prevention and rehousing under one agency will allow for more seamless and effective client services.

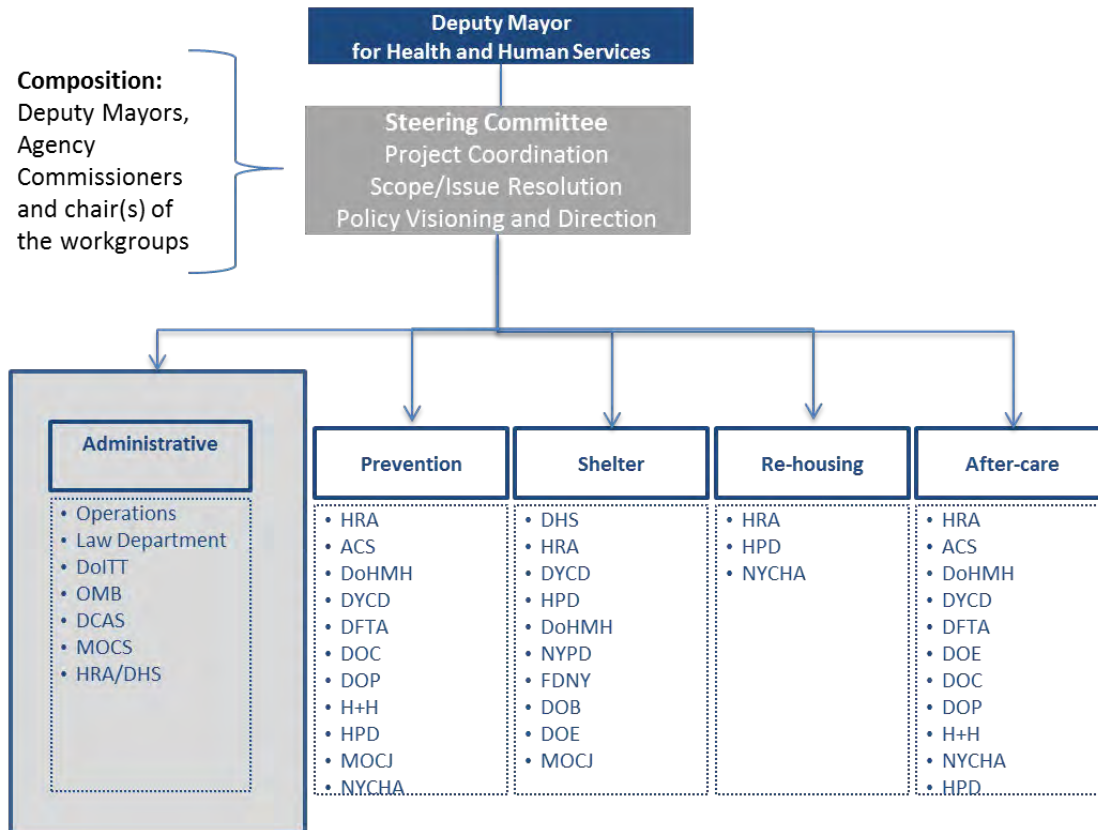
A shared service model for back office functions will save both time and money. It will allow DHS to have a clear and concrete focus. One of the challenges to delivering services identified during the review is that DHS’ scope of activity has evolved to encompass multiple services that are also being performed by other agencies. Furthermore, due to efficiencies provided by the new structure, \$38 million in city tax levy savings are projected.



The City will also create an Interagency Homelessness Accountability Council. The Council will be led by the Deputy Mayor for Health and Human Services and advance accountability for preventing and alleviating homelessness across agencies. The Council is in addition to the multi-agency HOME-STAT case management program to focus resources and efforts to address street homelessness.



## Interagency Homelessness Accountability Council



### OVERVIEW OF REFORMS:

#### *Prevention*

Preventing homelessness before it occurs is critical to reducing the number of families and individuals living in shelter, and is a cost-effective and common sense solution to our City's homelessness crisis. These reforms refocus the system to place greater emphasis on the role of prevention services, expanding the tools and resources available to those in need, and pro-actively identifying and serving those who are most at-risk of becoming homeless.

1. **Move Homebase program management from DHS to HRA:** Management of the Homebase program will be moved to HRA, which already runs a number of homeless prevention programs and services. Integrating all prevention services under one agency will reduce inefficiencies and allow for more seamless and effective client services.
2. **Expand Homebase staffing and services:** HRA staff at Homebase offices will provide expanded on-site processing and triage for HRA benefits, including public assistance and rental assistance. Homebase not-for-profit staff will also expand their case management services to include landlord and family mediation, educational advancement, employment, and financial literacy services.

3. **Expand the scope of Homebase as the first point of entry for those at risk of homelessness:** The City will develop an intake model that builds on Homebase to focus greater attention on the role of communities in supporting families at risk of becoming homeless. Families seeking homeless prevention or shelter services will obtain these services within their borough, rather than through the City's centralized intake center in the Bronx.
4. **Use data analytics to proactively target prevention services for at-risk clients:** HRA will use client data collected by the agencies to proactively identify and target prevention services for New Yorkers who are most at risk of becoming homeless, such as families who are at risk of having their public assistance case closed administratively or reapplying for shelter.
5. **Target outreach to doubled-up families with school-aged children:** HRA will work with DOE to identify and proactively target prevention services for students of families living in doubled-up situations who are reported as homeless under the McKinney-Vento Act.
6. **Deploy additional HRA prevention staff to single adult and adult family intake sites:** The City will increase the HRA Diversion staff presence at these intake sites to expand services for clients.
7. **Target services and rental assistance for youth in DYCD shelters:** Eligibility criteria for the City's rental assistance programs will be expanded to include youth ages 18 – 24 living in DYCD youth shelters at risk of entering DHS shelters.
8. **Target services and rental assistance for clients with mental health needs cycling between jail and homelessness:** City rental assistance will be strategically targeted to identified at-risk clients with mental health needs cycling between Rikers Island and DHS shelters.
9. **Create two new City/State Task Forces to increase homelessness prevention:** The City is proposing that the State participate in two new City-State task forces, one that will develop and implement alternatives to avert discharges from State prisons to DHS shelters, and one that will work to implement community-based programs to eliminate the need for DHS mental health shelters. These two client groups account for a large proportion of the census for the City's single adult shelters.

### *Street Homelessness*

The City's street homelessness reforms work together to better identify, engage, and transition homeless New Yorkers from the streets to appropriate services and permanent housing. The full launch of HOME-STAT builds our street homelessness prevention and response initiatives, and enhanced funding for additional safe haven beds, drop in centers, and supportive housing units ensures that those living on the streets have opportunities to come inside and connect to the services and supports they need.

10. **Fully launch HOME-STAT to address street homelessness:** The HOME-STAT initiative partners existing homeless response and prevention programs with a series of new innovations designed to better identify, engage, and transition homeless New Yorkers from the streets to appropriate services and permanent housing.

11. **Enhance tools for outreach teams to bring people in from the streets:** The City will increase safe haven beds, increase the number of drop in centers, and develop 15,000 units of supportive housing to provide essential tools to address street homelessness.

### *Shelter*

The City is committed to providing decent living conditions and high-quality social services to every family and individual living in shelter. These reforms address immediate concerns around shelter security and building conditions and include long-term strategies for sustaining these reforms into the future. These reforms also address pressing social service needs, targeting services to specific high-risk populations and giving clients opportunities to enhance their income-building capacity by developing a career pathway while in shelter.

12. **Increase safety in shelters through an NYPD management review and retraining program:**  
The NYPD will begin re-training all Department of Homeless Services security staff and deploy an NYPD management team at DHS to develop an action plan to upgrade security at all shelter facilities.
13. **Enhanced domestic violence services in DHS shelters:** HRA's NoVA (No Violence Again) out-stationed Domestic Violence Services will be expanded to DHS Tier II family shelters to provide families with access to domestic violence services. Trained staff from HRA will go to designated Tier II shelters to provide these services. Existing social services staff in Tier II shelters will participate in enhanced training that will provide them with the tools to identify and refer families and individuals to the NoVA team, a NYC Family Justice Center, or other community-based domestic violence providers.
14. **Implement a more extensive reporting system for critical incidents that occur in shelters:**  
DHS has implemented a new, more comprehensive system for the reporting of critical incidents in shelters. To ensure that problems are identified, violence is now defined much more broadly to include wide-ranging definitions of domestic violence, assault, and both child abuse and neglect. DHS is implementing thorough reforms to ensure that all critical incidents, especially violent incidents, are appropriately categorized, and there is appropriate follow-up.
15. **Expand Shelter Repair Squad 2.0 Operations:** The City will continue to aggressively inspect homeless shelters to identify and address building violations and shelters in need of repairs. Inspections will be conducted twice a year at all sites used to house homeless individuals and families, and the Shelter Report Card will be produced regularly to hold the City and providers publicly accountable. The City will also ensure that all providers have clear information about the standards and regulations against which they are measured, explore ways to reduce the time it takes for violations to be cleared, and create a working group of shelter providers to discuss the best means of working together to improve shelter conditions.
16. **Increase coordination among inspectors:** To avoid duplication of effort, the City will establish a semi-annual multi-agency inspection process that includes all City agencies that have inspection responsibilities. The City again asks for joint participation by NYS Office of Temporary and Disability Assistance (OTDA) and the City and State Comptrollers.

17. **Phasing out the use of cluster shelters:** The City will phase out the use of cluster shelter units, returning them to the market so that the apartments can be restored as low-rent housing; 260 cluster units have already been designated for closure during this fiscal year. The City will continue with the plan to phase out the 16-year cluster program through a combination of code enforcement to address inadequate conditions; working with owners to return units to the permanent housing stock, rehabilitate the buildings, and permit families to remain in the upgraded units; and, to the extent necessary, replacing units with a new shelter model that combines transitional housing, permanent housing, and community space.
18. **Assessing the potential conversion of existing shelters to permanent housing:** Where feasible, the City will partially convert current shelter sites into permanent housing using new shelter models like Gateway Housing and Homestretch, which include affordable permanent housing, shelter units, and community space at the same location.
19. **Phasing out use of commercial hotels:** As the cluster takedown, the shelter conversion process, and the enhanced shelter move out efforts proceed, the City will prioritize ending reliance on renting blocks of rooms in commercial hotels as shelter.
20. **Implement the domestic violence shelter expansion:** The City will continue to implement the initiative to increase domestic violence services by adding 300 emergency beds and 400 Tier II units.
21. **Implementing a capital repair program:** The City will implement a program to systematically review and fix capital needs at shelters.
22. **Rationalizing shelter provider rates:** The City is evaluating payments to shelter providers to ensure they are sufficient to fund maintenance and services, and is assessing the capital needs of shelters which have not been adequately supported for many years.
23. **Address ADA compliance in shelters:** The City will hire a consultant to evaluate ADA accessibility in the DHS shelter system and formulate a compliance plan.
24. **Expanding the scope of HRA's ADA coordinator to cover the shelter system:** HRA's ADA Coordinator will coordinate and oversee ADA compliance and initiatives in the shelter system. The Coordinator will also develop and implement staff training and address client complaints.
25. **Promote career pathways for shelter residents:** The City will implement new programs to help shelter residents move forward on a career pathway. Adult literacy and High School equivalency programming will be implemented at all shelters for residents who need additional supports in these areas. The City will also implement a training and employment program at select shelters for residents to learn trades by providing system-wide shelter maintenance services in private shelters.
26. **Targeting services for emerging new trends in the single adult population (persons 50 or older and 18 to 24):** More effective targeting will promote our prevention and rehousing efforts.

27. **Provide assistance to obtain federal disability benefits:** The City will dedicate services to focus on enrolling shelter residents on SSI/SSD to increase income and promote rehousing.
28. **Targeting services for families to move away from a one size fits all approach:** The City will develop initiatives that focus on the varying needs of homeless families. The City will work with providers to develop shelter models in which placements may be differentiated based on the family's readiness to be rapidly rehoused; families who are assessed to likely have a shorter stay in shelter may be placed in different programs than families with higher needs and a likely longer length of stay.
29. **Eliminate the requirement for school-age children to be present at PATH for multiple appointments:** School-age children will no longer be required to be present with their families for multiple appointments in the shelter application process.
30. **Align access procedures for adult families with procedures for families with children:** The City will modify the intake process and improve capacity planning to avoid long waits and/or transporting clients in the middle of the night as a result of the delay in identifying available shelter placements.
31. **Streamline access to DYCD shelter for homeless youth:** City staff will be deployed at the entry points of the DHS shelter system to offer youth beds for individuals between the ages of 16 and 21. The plan to triple the number of youth beds is a critical element of this reform.
32. **Implement tripling of DYCD shelter capacity for Runaway and Homeless Youth:** DYCD will continue its expansion of RHY capacity. Nearly 200 additional beds have already been brought online and the City will open 100 beds each year for the following three years. This will bring the total system capacity from 250 when Mayor de Blasio took office to 750 by FY19.
33. **Provide increased notice prior to non-emergency transfers:** In non-emergency situations, clients will be given more notice that they are being transferred to another shelter.
34. **Increasing transportation resources to reduce placement waiting time:** The City will be deploying additional transportation resources to address this problem.
35. **Deploy social workers to accompany families found ineligible who are returning to a community resource to provide on-the-spot assistance:** This will enhance client services and address problems related to repeated reapplications.
36. **Expand the shelter conditions complaint process through HRA's Infoline:** The hotline's current purpose is to address conditions complaints. HRA will expand this to include complaints on all shelter services, including shelter conditions.
37. **Communicate more information to clients through flyers, posters and other media:** Better information for clients will enhance access to services, including employment and housing assistance.

## **Rehousing**

Finding safe and affordable housing is essential to addressing homelessness. Coordinating rehousing resources in the City under one management structure, making the rental assistance programs easier to navigate, enhancing aftercare services, and enforcing housing discrimination laws will improve shelter move outs and housing stability.

38. **Move Rehousing program management from DHS to HRA:** Modeled on the veterans move out effort, HRA will develop a centralized reporting structure to promote move outs.
39. **Streamline the HPD housing placement process:** The City will establish a streamlined process to connect homeless clients to HPD-financed units that are available and appropriate for their needs.
40. **Continue to utilize NYCHA placements to address homelessness:** As provided in the City budget, within the needs-based NYCHA placements that are available during the year, the City will continue to place 1,500 DHS families on the NYCHA waiting list as well as 300 domestic violence survivors in HRA and DHS shelters and on the NYCHA waiting list into vacancies that arise.
41. **Consolidating the LINC, SEPS and CityFEPS rental assistance programs:** The City will consolidate and streamline the operations of its rental assistance programs.
42. **Increasing enforcement of source of income discrimination law:** The City will train and dedicate HRA staff to conduct testing to identify potential discriminatory practices and take enforcement action to supplement the efforts of the City Human Rights Commission.
43. **Implementing a more effective aftercare program:** Using the critical time intervention as a model, the City will enhance aftercare services for rehoused clients.
44. **Incorporate Continuum of Care strategic planning into homeless strategy development and establish a leadership reporting structure:** Drawing on the model in other jurisdictions, the City will enhance the role of the Continuum of Care in the policy and planning process. As part of this initiative, the City will explore ways to further *coordinate access* and *assess need* for those experiencing homelessness following the HUD approach.
45. **Provide clear and concise information and written materials to clients about available assistance and programs:** HRA and DHS will create and distribute more effective informational materials for clients in the community and in shelters.
46. **Call on the State to: (a) permit use of Medicaid funds for apartment search and shelter relocation services for homeless clients with disabilities; and (b) approve HRA's requested FEPS plan modifications:** These policy changes will enhance both rehousing and prevention efforts.

## Glossary

ACS	Administration for Children's Services
DCAS	Department of Citywide Administrative Services
DFTA	Department for the Aging
DHS	Department of Homeless Services
DOB	Department of Buildings
DOC	Department of Corrections
DOE	Department of Education
DOHMH	Department of Health and Mental Hygiene
DoITT	Department of Information Technology & Telecommunications
DOP	Department of Probation
DYCD	Department of Youth and Community Development
FDNY	Fire Department of the City of New York
H + H	New York City Health + Hospitals
HPD	Department of Housing Preservation and Development
HRA	Human Resources Administration
Law	New York City Law Department
MOCJ	Mayor's Office of Criminal Justice
MOCS	Mayor's Office of Contract Services
NYCHA	New York City Housing Authority
NYPD	New York Police Department
OMB	Office of Management and Budget
Operations	Mayor's Office of Operations

**From:** [Samuel Knowles](#)  
**To:** [Cooper, Crystal](#)  
**Subject:** Quick question  
**Date:** Monday, April 11, 2016 11:10:17 AM

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Hi Crystal,

Do you have a second for a quick call? Have a few time-sensitive Q's if you have a second. I'm at 646-200-5292.

Thanks a lot,

Sam

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**From:** Cooper, Crystal [mailto:CCooper2@cityhall.nyc.gov]  
**Sent:** Friday, April 08, 2016 3:53 PM  
**To:** Samuel Knowles <samuel.knowles@berlinrosen.com>  
**Subject:** RE: NYT - joseph goldstein info

Hi Sam,

Joseph gave me a call after I reached out via email, and we confirmed his background chat with Sarah for 5:30 p.m. today. Will make sure to send you notes on how it went afterwards.

Thanks!  
Crystal

---

**From:** Samuel Knowles [<mailto:samuel.knowles@berlinrosen.com>]  
**Sent:** Friday, April 08, 2016 3:50 PM  
**To:** Cooper, Crystal  
**Subject:** RE: NYT - joseph goldstein info

Hi Crystal, were you able to connect? Just wanted to make sure and would love a recap whenever you have it. If he wants to move forward, I'm planning to offer to connect him with the Foundation, etc. and see what other info we can get him. Thanks, Sam

---

**From:** Samuel Knowles  
**Sent:** Friday, April 08, 2016 1:19 PM  
**To:** 'Cooper, Crystal' <[CCooper2@cityhall.nyc.gov](mailto:CCooper2@cityhall.nyc.gov)>  
**Subject:** NYT - joseph goldstein info

Joseph Goldstein  
212-556-1234 (must be a general number)  
'joseph.goldstein@nytimes.com'



**From:** [Samuel Knowles](#)  
**To:** [Cooper, Crystal](#); [Hanah Smith](#); [Szytko, Robert](#)  
**Cc:** [Scaife, Jennifer](#)  
**Subject:** RE: Materials for Tuesday Call w/ M+R  
**Date:** Monday, April 11, 2016 11:17:48 AM  
**Attachments:** [image001.png](#)

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Hi Rob and Crystal,

Hope you had a nice weekend, would love to connect on a couple time-sensitive media pieces if someone is able to hop on the phone for a moment. Let me know if there's a time that might work well.

Thanks a lot,

Sam

---

**From:** Samuel Knowles  
**Sent:** Tuesday, April 05, 2016 1:02 PM  
**To:** 'Cooper, Crystal' <CCooper2@cityhall.nyc.gov>; Hanah Smith <hsmith@mrss.com>; Szytko, Robert <RSzytko@cityhall.nyc.gov>  
**Cc:** Scaife, Jennifer <jscaife@justice.nyc.gov>  
**Subject:** RE: Materials for Tuesday Call w/ M+R

Hi Crystal and Rob,

As we discussed yesterday, I just wanted to shoot you a quick note that we are reaching out to the New York Times, the Brian Lehrer Show, and the New York Daily News on embargo, so we have those outlets covered. Aside from the Times, the New York Daily News and the Brian Lehrer Show are the only New York-focused outlets on our national embargo list.

If you have any questions about other outlets that may be borderline for national v. New York, please let us know and we can get back to you.

Thanks,

Sam

---

**From:** Cooper, Crystal [<mailto:CCooper2@cityhall.nyc.gov>]  
**Sent:** Monday, April 04, 2016 3:25 PM  
**To:** Hanah Smith <[hsmith@mrss.com](mailto:hsmith@mrss.com)>; Szytko, Robert <[RSzytko@cityhall.nyc.gov](mailto:RSzytko@cityhall.nyc.gov)>  
**Cc:** Samuel Knowles <[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)>; Scaife, Jennifer <[jscaife@justice.nyc.gov](mailto:jscaife@justice.nyc.gov)>  
**Subject:** RE: Materials for Tuesday Call w/ M+R

Thanks so much. I realize that my phone was giving trouble, so no worries on jotting down the wrong email address. Look forward to connecting again tomorrow.

-Crystal

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**From:** Hanah Smith [<mailto:hsmith@mrss.com>]  
**Sent:** Monday, April 04, 2016 3:12 PM  
**To:** Szytko, Robert; Cooper, Crystal  
**Cc:** Samuel Knowles; Scaife, Jennifer  
**Subject:** RE: Materials for Tuesday Call w/ M+R

Thanks, Rob. My mistake!

Crystal – Please find attached the materials that were included with the original email send.

Best,  
Hanah



**Hanah Smith** Vice President



[202-478-6143](tel:202-478-6143) (o) | [734-679-6348](tel:734-679-6348) (m) | [hsmith@mrss.com](mailto:hsmith@mrss.com)

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**From:** Szytko, Robert [<mailto:RSzytko@cityhall.nyc.gov>]  
**Sent:** Monday, April 4, 2016 3:04 PM  
**To:** 'Hanah Smith'; Cooper, Crystal  
**Cc:** Samuel Knowles; Scaife, Jennifer  
**Subject:** RE: Materials for Tuesday Call w/ M+R

Thanks Hannah, taking off the other Crystal Cooper from City Hall, and adding Crystal from our office.

Thanks,  
Rob

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**From:** Hanah Smith [<mailto:hsmith@mrss.com>]  
**Sent:** Monday, April 04, 2016 2:56 PM  
**To:** Szytko, Robert; Cooper, Crystal  
**Cc:** Samuel Knowles; Scaife, Jennifer  
**Subject:** Materials for Tuesday Call w/ M+R

Hi Crystal, Rob,

Thanks again for our conversation earlier today. In advance of our call tomorrow, please find attached the:

- **Template press release** - for your use that will need to be reviewed by both you all and the Foundation one last time before finalizing

- **Draft list of potential media tough questions** - to be discussed on our call tomorrow

For our call tomorrow, here's an agenda to help guide the discussion:

## **TUESDAY CALL AGENDA**

Overall Messaging

Top level reactions to draft package and fact sheet

Please send any redline edits/comments in advance, if applicable

Tough questions for media

Run through questions and start working through answers together

Discuss other challenges/opposition to be prepared for

Announcement strategy

Press outreach

Press release

Event

Editorial

Social media outreach

Stakeholder engagement

Next steps

Clarify/confirm who does what and deadlines

As an FYI, the additional documents M+R will be sharing include:

- Safety and Justice Challenge website blurb (draft for review)
- Template event media advisory (if needed)
- Template stakeholder and social media outreach materials (for your use)

In addition, once we've discussed the remaining materials tomorrow I will share a full recap of materials with notes about where they stand, which need further review and updating, and by when all materials need to be finalized.

Please let me know if you have any questions on the above and look forward to speaking with you all again tomorrow!

Best,

Hanah



**Hanah Smith** Vice President



1901 L Street NW Suite 800 | Washington DC 20036

[202-478-6143](tel:202-478-6143) (o) | [734-679-6348](tel:734-679-6348) (m) | [hsmith@mrss.com](mailto:hsmith@mrss.com)

[www.mrss.com](http://www.mrss.com) | [Facebook](#) | [Twitter](#)

**From:** [Cooper, Crystal](#)  
**To:** [Ryan Reilly](#)  
**Cc:** [Mark Ro Beyersdorf](#); [Samuel Knowles](#)  
**Subject:** RE: Ryan, connecting you with Crystal in NYC press office  
**Date:** Monday, April 11, 2016 1:31:00 PM

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It looks like 4 p.m. is the most workable on our end. My apologies. Hope it goes well.

**From:** Ryan Reilly [mailto:[ryan.reilly@huffingtonpost.com](mailto:ryan.reilly@huffingtonpost.com)]  
**Sent:** Monday, April 11, 2016 1:14 PM  
**To:** Cooper, Crystal  
**Cc:** Mark Ro Beyersdorf; Samuel Knowles  
**Subject:** Re: Ryan, connecting you with Crystal in NYC press office

Any chance we could make it 4:30? If not I can make 4 work.

[Ryan J. Reilly](#)  
Justice Reporter  
The Huffington Post  
202-527-9261  
[@ryanjreilly](#)

On Mon, Apr 11, 2016 at 1:08 PM, Cooper, Crystal <[CCooper2@cityhall.nyc.gov](mailto:CCooper2@cityhall.nyc.gov)> wrote:  
To follow up, Sarah Solon can speak with you at 4 p.m. ET today, Ryan.

Please let me know if that works for you.

Thanks again,  
Crystal

---

**From:** Cooper, Crystal  
**Sent:** Monday, April 11, 2016 12:09 PM  
**To:** 'Ryan Reilly'; Mark Ro Beyersdorf  
**Cc:** 'Samuel Knowles'  
**Subject:** RE: Ryan, connecting you with Crystal in NYC press office

Hi Ryan,

Glad to hear that you've taken interest in NYC's plans for the Safety and Justice Challenge.

Our Chief External Strategy Officer, Sarah Solon, should be able to jump on the phone with you this afternoon. She is well-versed in our plans and can answer all of your questions. If you have a preferred time in mind, let me know. Otherwise, I will have her reach out as soon as she is available.

From there, we can connect you with/provide a quote from the director of our office, Elizabeth Glazer.

As an aside, I'm newly at the Mayor's Office of Criminal Justice from a previous media position at the ACLU. I believe you worked with my former colleague Alexandra Ringe most often. Hope to be in close contact re: NYC criminal justice efforts in the near future.

Best,

**Crystal Cooper**

Senior Press Analyst

Mayor's Office of Criminal Justice

1 Centre Street, 10<sup>th</sup> Floor, Rm 1012N

New York, NY 10007

O: [212-416-5265](tel:212-416-5265)

[Ccooper2@cityhall.nyc.gov](mailto:Ccooper2@cityhall.nyc.gov)

**From:** Ryan Reilly [<mailto:ryan.reilly@huffingtonpost.com>]

**Sent:** Monday, April 11, 2016 11:00 AM

**To:** Mark Ro Beyersdorf

**Cc:** Cooper, Crystal

**Subject:** Re: Ryan, connecting you with Crystal in NYC press office

Thanks Mark. Crystal, do you have any time to speak today?

[Ryan J. Reilly](#)

Justice Reporter

The Huffington Post

[202-527-9261](tel:202-527-9261)

[@ryanjreilly](#)

On Mon, Apr 11, 2016 at 9:39 AM, Mark Ro Beyersdorf <[mark@berlinrosen.com](mailto:mark@berlinrosen.com)> wrote:  
Hi Ryan,

For your reporting on the Safety and Justice Challenge announcement, I wanted to connect you with Crystal Cooper (cc-ed), who can help set up a conversation about the City's work.

Thanks,

Mark

Mark Ro Beyersdorf

BerlinRosen Public Affairs

direct: [646.200.5295](tel:646.200.5295)

cell: [858.449.5194](tel:858.449.5194)

[mark@berlinrosen.com](mailto:mark@berlinrosen.com)

**From:** [Samuel Knowles](#)  
**To:** [Cooper, Crystal](#)  
**Subject:** FW: Jake, connecting you with Crystal in NYC  
**Date:** Monday, April 11, 2016 4:57:12 PM

---

Hi Crystal, just wanted to make sure all good with Jake at AP? Thanks, Sam

---

**From:** Samuel Knowles  
**Sent:** Friday, April 08, 2016 6:45 PM  
**To:** 'Pearson, Jacob' <JPearson@ap.org>  
**Cc:** 'Cooper, Crystal' <CCooper2@cityhall.nyc.gov>  
**Subject:** Jake, connecting you with Crystal in NYC

Hi Jake,

Just wanted to connect you with Crystal Cooper (copied), who can help set up a conversation about NYC's work next week.

Thanks,

Sam

—

Sam Knowles  
BerlinRosen Public Affairs  
[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)  
o: 646-200-5292  
m: 917-359-3351

**From:** [Sam Scarrow](#)  
**To:** [Cooper, Crystal](#)  
**Cc:** [Samuel Knowles](#)  
**Subject:** RE: AP request for Thursday + Economist request  
**Date:** Monday, April 11, 2016 7:57:13 PM

---

Hi Crystal,

Thanks for your reply. I'll go ahead and connect you with Rosemarie shortly.

Thanks,

Sam

--

Sam Scarrow  
BerlinRosen Public Affairs  
Office: (646) 755-6106 | Cell: (215) 264-3252  
[sam.scarrow@berlinrosen.com](mailto:sam.scarrow@berlinrosen.com)

---

**From:** Cooper, Crystal [mailto:CCooper2@cityhall.nyc.gov]  
**Sent:** Monday, April 11, 2016 5:54 PM  
**To:** Sam Scarrow  
**Cc:** Samuel Knowles  
**Subject:** RE: AP request for Thursday + Economist request

Hi Sam,

Thanks for confirming interest with the Economist. Would you be able to connect us directly? Liz Glazer, who heads up our office, can speak to Rosemarie tomorrow between 1:30 and 2:30 p.m.

Best,

**Crystal Cooper**

Senior Press Analyst  
Mayor's Office of Criminal Justice  
1 Centre Street, 10<sup>th</sup> Floor, Rm 1012N  
New York, NY 10007  
O: 212-416-5265  
[Ccooper2@cityhall.nyc.gov](mailto:Ccooper2@cityhall.nyc.gov)

---

**From:** Sam Scarrow [mailto:[Sam.Scarrow@berlinrosen.com](mailto:Sam.Scarrow@berlinrosen.com)]  
**Sent:** Thursday, April 07, 2016 7:26 PM  
**To:** Cooper, Crystal; Samuel Knowles; Szytko, Robert  
**Cc:** Hanah Smith; [kmoler@mrss.com](mailto:kmoler@mrss.com); Mark Ro Beyersdorf  
**Subject:** RE: AP request for Thursday + Economist request

Hi Crystal,



Different Sam here! Rosemarie Ward at the Economist would like to speak with someone on Tuesday of next week about NYC's efforts through the initiative. She has a particular focus on mental health and substance abuse issues, along with racial and ethnic disparities.

Would you let me know if Tuesday late afternoon (Laurie is giving her an interview around 2pm ET) would be possible, and who would be doing the interview, if so? Thanks!

Sam

--

Sam Scarrow  
BerlinRosen Public Affairs  
Office: (646) 755-6106 | Cell: (215) 264-3252  
[sam.scarrow@berlinrosen.com](mailto:sam.scarrow@berlinrosen.com)

---

**From:** Cooper, Crystal [<mailto:CCooper2@cityhall.nyc.gov>]  
**Sent:** Thursday, April 07, 2016 3:02 PM  
**To:** Samuel Knowles; Szytko, Robert  
**Cc:** Hanah Smith; [kmoler@mrss.com](mailto:kmoler@mrss.com); Mark Ro Beyersdorf; Sam Scarrow  
**Subject:** RE: AP request for Thursday

Great! Let me check in on that now. Thanks!

---

**From:** Samuel Knowles [<mailto:samuel.knowles@berlinrosen.com>]  
**Sent:** Thursday, April 07, 2016 2:48 PM  
**To:** Cooper, Crystal; Szytko, Robert  
**Cc:** Hanah Smith; [kmoler@mrss.com](mailto:kmoler@mrss.com); Mark Ro Beyersdorf; Sam Scarrow  
**Subject:** RE: AP request for Thursday

Hi Crystal,

Thanks for hopping on the phone. Jake can do Monday. What's the best time? Still waiting on Ryan.

Thanks,

Sam

---

**From:** Samuel Knowles  
**Sent:** Thursday, April 07, 2016 10:04 AM  
**To:** 'Cooper, Crystal' <[CCooper2@cityhall.nyc.gov](mailto:CCooper2@cityhall.nyc.gov)>; 'Szytko, Robert' <[RSzytko@cityhall.nyc.gov](mailto:RSzytko@cityhall.nyc.gov)>  
**Cc:** 'Hanah Smith' <[hsmith@mrss.com](mailto:hsmith@mrss.com)>; 'kmoler@mrss.com' <[kmoler@mrss.com](mailto:kmoler@mrss.com)>; Mark Ro Beyersdorf <[mark@berlinrosen.com](mailto:mark@berlinrosen.com)>; Sam Scarrow <[Sam.Scarrow@berlinrosen.com](mailto:Sam.Scarrow@berlinrosen.com)>  
**Subject:** RE: AP request for Thursday

Hi Crystal, we'd like to circle back with these reporters this morning if possible. Just to note the timelines, AP had asked for today and HuffPo had asked for today or Friday. Do you think we'll be able to make that timeline? At least for AP, the reporter might end up being set for reporting if it's

not possible to set something up, but wanted to circle back with him on whether an interview today is something we can offer. And HuffPo still interested in setting something up.

---

**From:** Cooper, Crystal [<mailto:CCooper2@cityhall.nyc.gov>]  
**Sent:** Wednesday, April 06, 2016 1:55 PM  
**To:** Samuel Knowles <[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)>; Szytko, Robert <[RSzytko@cityhall.nyc.gov](mailto:RSzytko@cityhall.nyc.gov)>  
**Cc:** Hanah Smith <[hsmith@mrss.com](mailto:hsmith@mrss.com)>; [kmoler@mrss.com](mailto:kmoler@mrss.com); Mark Ro Beyersdorf <[mark@berlinrosen.com](mailto:mark@berlinrosen.com)>; Sam Scarrow <[Sam.Scarrow@berlinrosen.com](mailto:Sam.Scarrow@berlinrosen.com)>  
**Subject:** RE: AP request for Thursday

That's awesome! Thanks for reaching out to these folks. Will let you know timing for this and the AP interview soon.

---

**From:** Samuel Knowles [<mailto:samuel.knowles@berlinrosen.com>]  
**Sent:** Wednesday, April 06, 2016 1:54 PM  
**To:** Cooper, Crystal; Szytko, Robert  
**Cc:** Hanah Smith; [kmoler@mrss.com](mailto:kmoler@mrss.com); Mark Ro Beyersdorf; Sam Scarrow  
**Subject:** RE: AP request for Thursday

Thanks, Crystal. Separately, Ryan Reilly at the Huffington Post would like to speak to someone Thursday afternoon or Friday if you can let us know a good time to offer him. Copying my colleagues Mark and Sam Scarrow here too, who may be in touch with additional requests.

—  
Sam Knowles  
BerlinRosen Public Affairs  
[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)  
o: 646-200-5292  
m: 917-359-3351

---

**From:** Cooper, Crystal [<mailto:CCooper2@cityhall.nyc.gov>]  
**Sent:** Wednesday, April 06, 2016 9:20 AM  
**To:** Samuel Knowles <[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)>; Szytko, Robert <[RSzytko@cityhall.nyc.gov](mailto:RSzytko@cityhall.nyc.gov)>  
**Cc:** Hanah Smith <[hsmith@mrss.com](mailto:hsmith@mrss.com)>; [kmoler@mrss.com](mailto:kmoler@mrss.com)  
**Subject:** RE: AP request for Thursday

Hi Sam,

Thanks for sending this along. We will confirm who is holding the interview and availability as soon as possible today so that you can connect us with Jake via email.

Best,

**Crystal Cooper**

Senior Press Analyst

Mayor's Office of Criminal Justice

212-416-5265

[Ccooper2@cityhall.nyc.gov](mailto:Ccooper2@cityhall.nyc.gov)

---

**From:** Samuel Knowles [<mailto:samuel.knowles@berlinrosen.com>]

**Sent:** Wednesday, April 06, 2016 9:03 AM

**To:** Szytko, Robert; Cooper, Crystal

**Cc:** Hanah Smith; [kmoler@mrss.com](mailto:kmoler@mrss.com)

**Subject:** AP request for Thursday

Hi Rob and Crystal,

Jake Pearson at the AP would like to speak with someone Thursday about NYC's work through the initiative. He's written several pieces about the SJC, so he's well versed in the work overall.

Laurie at the Foundation is giving him an overview of the announcement at 11am on Thursday, so ideally some time in the afternoon.

Can you let me know if that's possible and who will be doing the interview? Once that's set, I'll plan to connect him to you two over email so you're in touch on any final logistics. Please let me know any questions or concerns.

Thanks so much,

Sam

—

Sam Knowles

BerlinRosen Public Affairs

[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)

o: 646-200-5292

m: 917-359-3351

**From:** [Jonathan Rosen](#)  
**To:** [Salazar-Rodriguez, Prisca](#)  
**Subject:** Re: Today  
**Date:** Tuesday, April 12, 2016 7:58:11 AM

---

Can you call me [REDACTED]

On Apr 12, 2016, at 7:56 AM, Salazar-Rodriguez, Prisca <[PSalazar-Rodriguez@cityhall.nyc.gov](mailto:PSalazar-Rodriguez@cityhall.nyc.gov)> wrote:

Will reach out after I talk to him but are there times that don't work on your end?

Sent from my iPhone

Begin forwarded message:

**From:** B <[BCCD@cityhall.nyc.gov](mailto:BCCD@cityhall.nyc.gov)>  
**Date:** April 12, 2016 at 7:45:35 AM EDT  
**To:** "Salazar-Rodriguez, Prisca" <[PSalazar-Rodriguez@cityhall.nyc.gov](mailto:PSalazar-Rodriguez@cityhall.nyc.gov)>  
**Subject:** Today  
**Reply-To:** B <[BCCD@cityhall.nyc.gov](mailto:BCCD@cityhall.nyc.gov)>

I want to see Jonathan Rosen. Let's discuss when and where.  
Thanks

**From:** [Cooper, Crystal](#)  
**To:** [Rosemarie Ward](#)  
**Cc:** [Sam Scarrow](#); [Samuel Knowles](#)  
**Subject:** RE: Crystal, connecting you with Rosemarie Ward at The Economist  
**Date:** Tuesday, April 12, 2016 9:57:00 AM

---

Would 1 p.m. work? If so, I can switch out for another call on Liz's schedule.

**From:** Rosemarie Ward [mailto:[rosemarieward@economist.com](mailto:rosemarieward@economist.com)]  
**Sent:** Tuesday, April 12, 2016 9:43 AM  
**To:** Cooper, Crystal  
**Cc:** Sam Scarrow; Samuel Knowles  
**Subject:** Re: Crystal, connecting you with Rosemarie Ward at The Economist

Thank-you Crystal. I'm afraid I'm not free at 2pm, that's when I'm speaking with Laurie Garduque from the MacArthur Foundation. Does she have any other availability later this afternoon? I'm also not free from 3pm for about a half hour or so. If today does not work, I'm pretty flexible on Thursday. Tomorrow is tricky, but I would try to juggle if tomorrow works better.

Many thanks,  
Rosemarie

On 12 April 2016 at 09:37, Cooper, Crystal <[CCooper2@cityhall.nyc.gov](mailto:CCooper2@cityhall.nyc.gov)> wrote:  
Good morning, all.

Rosemarie, I've confirmed the interview for this afternoon. Turns out that 2 p.m. would be best for Liz. If that works for you, she'll reach out at [REDACTED]

Thanks so much,  
Crystal

**From:** Rosemarie Ward [mailto:[rosemarieward@economist.com](mailto:rosemarieward@economist.com)]  
**Sent:** Monday, April 11, 2016 8:12 PM  
**To:** Sam Scarrow  
**Cc:** Samuel Knowles; Cooper, Crystal  
**Subject:** Re: Crystal, connecting you with Rosemarie Ward at The Economist

Thank you Sam.

And thanks Crystal for your help in arranging this interview.

I am very grateful to you both,  
Rosemarie

On Apr 11, 2016 8:03 PM, "Sam Scarrow" <[Sam.Scarrow@berlinrosen.com](mailto:Sam.Scarrow@berlinrosen.com)> wrote:  
Hi Crystal,

I wanted to connect you directly with Rosemarie Ward (CCed) at The Economist. Her

number is [REDACTED]

Rosemarie, Crystal works in the New York City Mayor's Office of Criminal Justice and can help coordinate an interview with Liz Glazer, who heads up her office. Based on Liz's availability and Rosemarie's slate of interviews tomorrow, I believe the best time for an interview will be 1:30pm ET, but I'll leave that to you to confirm!

Thanks so much,

Sam

--

Sam Scarrow

BerlinRosen Public Affairs

Office: [\(646\) 755-6106](tel:6467556106) | Cell: [\(215\) 264-3252](tel:2152643252)

[sam.scarrow@berlinrosen.com](mailto:sam.scarrow@berlinrosen.com)

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**From:** [Cooper, Crystal](#)  
**To:** [Joseph Goldstein](#)  
**Cc:** [Samuel Knowles](#)  
**Subject:** RE: Interview with Elizabeth Glazer Tomorrow  
**Date:** Tuesday, April 12, 2016 12:27:00 PM

---

Great. She's calling in a few. And will Dave be joining too?

---

**From:** Joseph Goldstein [<mailto:joseph.goldstein@nytimes.com>]  
**Sent:** Monday, April 11, 2016 10:05 PM  
**To:** Cooper, Crystal  
**Cc:** Samuel Knowles  
**Subject:** Re: Interview with Elizabeth Glazer Tomorrow

Yes, thank you.

Sent from my iPhone

On Apr 11, 2016, at 6:12 PM, Cooper, Crystal <[CCooper2@cityhall.nyc.gov](mailto:CCooper2@cityhall.nyc.gov)> wrote:

Hi Joe,

Glad the timing works out. Unfortunately though, Liz is only available by phone tomorrow. She wasn't in the office today and very likely won't be tomorrow either. Should I have her call you at 646-467-3930?

Best,  
Crystal

---

**From:** Samuel Knowles [<mailto:samuel.knowles@berlinrosen.com>]  
**Sent:** Monday, April 11, 2016 5:29 PM  
**To:** Cooper, Crystal  
**Subject:** FW: Interview with Elizabeth Glazer Tomorrow

**From:** Goldstein, Joseph [<mailto:joseph.goldstein@nytimes.com>]  
**Sent:** Monday, April 11, 2016 5:00 PM  
**To:** Cooper, Crystal <[CCooper2@cityhall.nyc.gov](mailto:CCooper2@cityhall.nyc.gov)>  
**Cc:** Samuel Knowles <[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)>  
**Subject:** Re: Interview with Elizabeth Glazer Tomorrow

Hi Crystal,

12:30 is great. Dave Goodman will likely come along as well.

Thank you,  
Joe

Joseph Goldstein  
Reporter, New York Times  
New York: 1 646 467 3930

On Mon, Apr 11, 2016 at 3:56 PM, Cooper, Crystal  
<[CCooper2@cityhall.nyc.gov](mailto:CCooper2@cityhall.nyc.gov)> wrote:

Hi Joe,

Hope you enjoyed your weekend and that the background call with Sarah was helpful re: NYC Safety and Justice Challenge.

Liz Glazer can speak with you on the record tomorrow afternoon. Right now, she has time between 12:30 and 2 p.m. ET. Would you happen to have 20 minutes or so within that time frame to chat? Please let me know your preferences.

Thanks again,

**Crystal Cooper**  
Senior Press Analyst  
Mayor's Office of Criminal Justice  
1 Centre Street, 10<sup>th</sup> Floor, Rm 1012N  
New York, NY 10007  
O: [212-416-5265](tel:212-416-5265)  
[CCooper2@cityhall.nyc.gov](mailto:CCooper2@cityhall.nyc.gov)



**From:** [Dan Levitan](#)  
**To:** [Grybauskas, Natalie](#)  
**Subject:** RE: talk later?  
**Date:** Tuesday, April 12, 2016 4:45:12 PM

---

Are you calling me or me you?

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@DanLevitan

---

**From:** Grybauskas, Natalie [<mailto:NGrybauskas@cityhall.nyc.gov>]  
**Sent:** Tuesday, April 12, 2016 1:57 PM  
**To:** Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)>  
**Subject:** RE: talk later?

Yep good with me

---

**From:** Dan Levitan [<mailto:dan@berlinrosen.com>]  
**Sent:** Tuesday, April 12, 2016 1:56 PM  
**To:** Grybauskas, Natalie  
**Subject:** RE: talk later?

4:30?

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@DanLevitan

---

**From:** Grybauskas, Natalie [<mailto:NGrybauskas@cityhall.nyc.gov>]  
**Sent:** Tuesday, April 12, 2016 12:19 PM  
**To:** Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)>  
**Subject:** RE: talk later?

I have calls from 3:30-4:15

Can do before or after.

---

**From:** Dan Levitan [<mailto:dan@berlinrosen.com>]  
**Sent:** Tuesday, April 12, 2016 11:15 AM  
**To:** Grybauskas, Natalie  
**Subject:** Re: talk later?

3:30?

- Sent from my Galaxy S6 -

On Apr 12, 2016, at 11:08 AM, Grybauskas, Natalie <[NGrybauskas@cityhall.nyc.gov](mailto:NGrybauskas@cityhall.nyc.gov)> wrote:

Have a couple of things I want to talk about with you, have just been making a list because I know you've been busy lately.

I'm tied up for the morning but sometime after 12?

**From:** [Hinton, Karen](#)  
**To:** [Neuman, William](#)  
**Cc:** [Dan Levitan](#)  
**Subject:** Re: Comment  
**Date:** Tuesday, April 12, 2016 6:10:53 PM

---

I'll get back to you.

Sent from my iPhone

On Apr 12, 2016, at 6:07 PM, Neuman, William <[neuman@nytimes.com](mailto:neuman@nytimes.com)> wrote:

I am going to include Karen in these emails because she is the spokeswoman for the mayor. And this question was put to the mayor who promised a substantive answer.

This statement says that campaign staff recommended committee members -- which in this case includes Rechnitz and Reichberg. And that Gabrielle Fialkoff, the chairwoman, chose who was on the committee.

Is that correct?

Now I want to speak to Gabrielle on this issue.

Karen, Gabrielle works for the mayor. It's not up to Berlin Rosen to act as the go-between.

William Neuman  
The New York Times  
+1 917 325 1467  
+58 412 809 8682  
Skype: +1 718 340 3704  
Skype: willieneuman  
Twitter: @willieneuman

On Tue, Apr 12, 2016 at 5:58 PM, Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)> wrote:

Following up here --

"The De Blasio Transition Committee, Inc. was a not-for-profit corporation funded with private dollars, raised under CFB auspices. It served the purpose of facilitating the Mayor's transition into and inauguration as Mayor.

The Inaugural Committee was a large, ceremonial group of more than 70 New Yorkers, including supporters and community leaders reflecting the diversity of New York. Suggestions for members were recommended by campaign staff and chosen by staff in partnership with the volunteer chairperson. We selected many supporters to join as an acknowledgement of their work and support for the

campaign.

The committee held one conference call with the Chair where they were given details of the Inaugural ceremonies. There were no other meetings or calls."

---

**From:** Neuman, William [[neuman@nytimes.com](mailto:neuman@nytimes.com)]  
**Sent:** Monday, April 11, 2016 7:00 PM  
**To:** Dan Levitan  
**Subject:** Re: Comment

that's the comment? I can count how many people were on the thing. i don't need you to tell me in a statement.

William Neuman  
The New York Times  
[+1 917 325 1467](tel:+19173251467)  
[+58 412 809 8682](tel:+584128098682)  
Skype: [+1 718 340 3704](tel:+17183403704)  
Skype: willieneuman  
Twitter: @willieneuman

On Mon, Apr 11, 2016 at 6:55 PM, Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)> wrote:

"The Inaugural Committee was a large, ceremonial group of more than 70 New Yorkers, including supporters and community leaders reflecting the diversity of New York."

--

Dan Levitan

BerlinRosen Public Affairs

O: [646.200.5315](tel:646.200.5315)

C: [201.674.7475](tel:201.674.7475)

@DanLevitan



**From:** [Samuel Knowles](#)  
**To:** [Cooper, Crystal](#); [Hanah Smith](#); [Szytko, Robert](#)  
**Cc:** [Scaife, Jennifer](#)  
**Subject:** RE: Op-ed Q  
**Date:** Tuesday, April 12, 2016 6:50:29 PM  
**Attachments:** [image001.png](#)  
**Importance:** High

---

Hi Crystal,

We're trying on this with USA Today. Given the late stage in the editing process, we're not sure they'll be able to make the change, but we are doing our best. Separately, can you please let us know how things went with the New York Times and whether they're planning anything?

Thank you,

Sam

---

**From:** Cooper, Crystal [mailto:CCooper2@cityhall.nyc.gov]  
**Sent:** Tuesday, April 12, 2016 5:27 PM  
**To:** Samuel Knowles <samuel.knowles@berlinrosen.com>; Hanah Smith <hsmith@mrss.com>; Szytko, Robert <RSzytko@cityhall.nyc.gov>  
**Cc:** Scaife, Jennifer <jscaife@justice.nyc.gov>  
**Subject:** RE: Op-ed Q  
**Importance:** High

Hi Sam,

We are going to have to go with the below. Please let me know if USA Today is able to accept the change. Thank you!

"New York City is developing individualized risk and needs profiles as well as a tool that will match individuals with appropriate, targeted diversion opportunities based on each individual's unique profile. The City is also building a public accountability website that will track progress in reducing case delay -- the single biggest driver of the City's jail population."

---

**From:** Samuel Knowles [mailto:[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)]  
**Sent:** Tuesday, April 12, 2016 2:33 PM  
**To:** Cooper, Crystal; Hanah Smith; Szytko, Robert  
**Cc:** Scaife, Jennifer  
**Subject:** Op-ed Q  
**Importance:** High

Hi Crystal,

Thanks so much for sharing this language with Hanah, and would love to hear how the call with NYT went and if Joe is planning to do any coverage now or down the line. We'll use this approved language if we're asked for more info by national reporters. Quick flag on the op-ed – USA Today

has accepted the piece and is planning to run it online tomorrow. It would be tough to change the language at this point, but here is the paragraph in the op-ed. Is anything inaccurate here that raises a concern? Let us know.

“New York City is developing a special assessment to measure what impact a stay in jail would have on poor defendants— putting them at risk of losing their homes or jobs, or compromising their ability to care for their families—so that judges can consider these factors before setting an out-of-reach bail amount.”

Thanks,

Sam

---

**From:** Cooper, Crystal [<mailto:CCooper2@cityhall.nyc.gov>]  
**Sent:** Monday, April 04, 2016 3:25 PM  
**To:** Hanah Smith <[hsmith@mrss.com](mailto:hsmith@mrss.com)>; Szytko, Robert <[RSzytko@cityhall.nyc.gov](mailto:RSzytko@cityhall.nyc.gov)>  
**Cc:** Samuel Knowles <[samuel.knowles@berlinrosen.com](mailto:samuel.knowles@berlinrosen.com)>; Scaife, Jennifer <[jscaife@justice.nyc.gov](mailto:jscaife@justice.nyc.gov)>  
**Subject:** RE: Materials for Tuesday Call w/ M+R

Thanks so much. I realize that my phone was giving trouble, so no worries on jotting down the wrong email address. Look forward to connecting again tomorrow.

-Crystal

---

**From:** Hanah Smith [<mailto:hsmith@mrss.com>]  
**Sent:** Monday, April 04, 2016 3:12 PM  
**To:** Szytko, Robert; Cooper, Crystal  
**Cc:** Samuel Knowles; Scaife, Jennifer  
**Subject:** RE: Materials for Tuesday Call w/ M+R

Thanks, Rob. My mistake!

Crystal – Please find attached the materials that were included with the original email send.

Best,  
Hanah

.....

**Hanah Smith** Vice President



[202-478-6143](tel:202-478-6143) (o) | [734-679-6348](tel:734-679-6348) (m) | [hsmith@mrss.com](mailto:hsmith@mrss.com)

---

**From:** Szytko, Robert [<mailto:RSzytko@cityhall.nyc.gov>]

**Sent:** Monday, April 4, 2016 3:04 PM  
**To:** 'Hanah Smith'; Cooper, Crystal  
**Cc:** Samuel Knowles; Scaife, Jennifer  
**Subject:** RE: Materials for Tuesday Call w/ M+R

Thanks Hannah, taking off the other Crystal Cooper from City Hall, and adding Crystal from our office.

Thanks,  
Rob

---

**From:** Hanah Smith [<mailto:hsmith@mrss.com>]  
**Sent:** Monday, April 04, 2016 2:56 PM  
**To:** Szytko, Robert; Cooper, Crystal  
**Cc:** Samuel Knowles; Scaife, Jennifer  
**Subject:** Materials for Tuesday Call w/ M+R

Hi Crystal, Rob,

Thanks again for our conversation earlier today. In advance of our call tomorrow, please find attached the:

- **Template press release** - for your use that will need to be reviewed by both you all and the Foundation one last time before finalizing
- **Draft list of potential media tough questions** - to be discussed on our call tomorrow

For our call tomorrow, here's an agenda to help guide the discussion:

#### **TUESDAY CALL AGENDA**

Overall Messaging

Top level reactions to draft package and fact sheet

Please send any redline edits/comments in advance, if applicable

Tough questions for media

Run through questions and start working through answers together

Discuss other challenges/opposition to be prepared for

Announcement strategy

Press outreach

Press release

Event

Editorial



Social media outreach

Stakeholder engagement

Next steps

Clarify/confirm who does what and deadlines

As an FYI, the additional documents M+R will be sharing include:

- Safety and Justice Challenge website blurb (draft for review)
- Template event media advisory (if needed)
- Template stakeholder and social media outreach materials (for your use)

In addition, once we've discussed the remaining materials tomorrow I will share a full recap of materials with notes about where they stand, which need further review and updating, and by when all materials need to be finalized.

Please let me know if you have any questions on the above and look forward to speaking with you all again tomorrow!

Best,  
Hanah



**Hanah Smith** Vice President



1901 L Street NW Suite 800 | Washington DC 20036

[202-478-6143](tel:202-478-6143) (o) | [734-679-6348](tel:734-679-6348) (m) | [hsmith@mrss.com](mailto:hsmith@mrss.com)

[www.mrss.com](http://www.mrss.com) | [Facebook](#) | [Twitter](#)

**From:** [Salazar-Rodriguez, Prisca](#)  
**To:** [Walzak, Phil](#); [Arslanian, Kayla](#); [Berger, Henry](#); [Jonathan Rosen](#); [Almonte, Catherine](#)  
**Subject:** RE: MBDB: Prep Conference Call  
**Date:** Tuesday, April 12, 2016 7:45:36 PM

---

Correct.

---

**From:** Walzak, Phil  
**Sent:** Tuesday, April 12, 2016 7:45 PM  
**To:** Salazar-Rodriguez, Prisca; Arslanian, Kayla; Berger, Henry; Jonathan Rosen; Almonte, Catherine  
**Subject:** RE: MBDB: Prep Conference Call

And we cant do before?

---

**From:** Salazar-Rodriguez, Prisca  
**Sent:** Tuesday, April 12, 2016 7:41 PM  
**To:** Arslanian, Kayla; Walzak, Phil; Berger, Henry; Jonathan Rosen; Almonte, Catherine  
**Subject:** RE: MBDB: Prep Conference Call

He doesn't want to do while in the car-

Wants to do when he arrive

Can start at 9pm but he may not get on asap

-----Original Appointment-----

**From:** Walzak, Phil **On Behalf Of** Salazar-Rodriguez, Prisca  
**Sent:** Tuesday, April 12, 2016 7:37 PM  
**To:** Salazar-Rodriguez, Prisca; Arslanian, Kayla  
**Subject:** FW: MBDB: Prep Conference Call  
**When:** Tuesday, April 12, 2016 9:30 PM-10:00 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Call In: [REDACTED] Code: [REDACTED]

Can we not do 930? Can we do earlier? After Chris Hayes?

-----Original Appointment-----

**From:** Salazar-Rodriguez, Prisca  
**Sent:** Tuesday, April 12, 2016 7:36 PM  
**To:** Salazar-Rodriguez, Prisca; Walzak, Phil; Berger, Henry; Jonathan Rosen; Arslanian, Kayla; Almonte, Catherine  
**Subject:** MBDB: Prep Conference Call  
**When:** Tuesday, April 12, 2016 9:30 PM-10:00 PM (UTC-05:00) Eastern Time (US & Canada).  
**Where:** Call In: [REDACTED] Code: [REDACTED]

**From:** [Almonte, Catherine](#)  
**To:** [Walzak, Phil](#)  
**Cc:** [Arslanian, Kayla](#); [Salazar-Rodriguez, Prisca](#); [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); [Berger, Henry](#)  
**Subject:** Re: MBDB: Prep Conference Call  
**Date:** Tuesday, April 12, 2016 9:05:34 PM

---

He said he was going to eat some food before calling. That was 15 mins ago so shouldn't be much longer.

Sent while mobile.

On Apr 12, 2016, at 9:03 PM, Walzak, Phil <[PWalzak@cityhall.nyc.gov](mailto:PWalzak@cityhall.nyc.gov)> wrote:

Eta?

[Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.](#)

---

**From:** Almonte, Catherine  
**Sent:** Tuesday, April 12, 2016 9:01 PM  
**To:** Walzak, Phil; Arslanian, Kayla; Salazar-Rodriguez, Prisca; [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); Berger, Henry  
**Subject:** MBDB: Prep Conference Call

---

Please standby...

I will notify you when to dial in

**MBDB: Prep Conference Call**

Scheduled: Tuesday, Apr 12, 2016 from 9:00 PM to 9:30 PM

Location: Call In: [REDACTED] Code: [REDACTED]

Invitees: Walzak, Phil , Arslanian, Kayla , Salazar-Rodriguez, Prisca , Jonathan Rosen , Berger, Henry

Sent while mobile.

**From:** [Almonte, Catherine](#)  
**To:** [Walzak, Phil](#)  
**Cc:** [Arslanian, Kayla](#); [Salazar-Rodriguez, Prisca](#); [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); [Berger, Henry](#)  
**Subject:** Re: MBDB: Prep Conference Call  
**Date:** Tuesday, April 12, 2016 9:23:58 PM

---

Seems like something is wrong with the conference line.

Standby for a new number.

Sent while mobile.

On Apr 12, 2016, at 9:22 PM, Almonte, Catherine <[CAlmonte@cityhall.nyc.gov](mailto:CAlmonte@cityhall.nyc.gov)> wrote:

Please dial in

Sent while mobile.

On Apr 12, 2016, at 9:03 PM, Walzak, Phil <[PWalzak@cityhall.nyc.gov](mailto:PWalzak@cityhall.nyc.gov)> wrote:

Eta?

Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.

---

**From:** Almonte, Catherine  
**Sent:** Tuesday, April 12, 2016 9:01 PM  
**To:** Walzak, Phil; Arslanian, Kayla; Salazar-Rodriguez, Prisca;  
[Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); Berger, Henry  
**Subject:** MBDB: Prep Conference Call

---

Please standby...

I will notify you when to dial in

**MBDB: Prep Conference Call**

Scheduled: Tuesday, Apr 12, 2016 from 9:00 PM to 9:30 PM

Location: Call In: [REDACTED] Code: [REDACTED]

Invitees: Walzak, Phil , Arslanian, Kayla , Salazar-Rodriguez, Prisca , Jonathan Rosen , Berger, Henry

Sent while mobile.

**From:** [Almonte, Catherine](#)  
**To:** [Walzak, Phil](#)  
**Cc:** [Arslanian, Kayla](#); [Salazar-Rodriguez, Prisca](#); [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); [Berger, Henry](#)  
**Subject:** Re: MBDB: Prep Conference Call  
**Date:** Tuesday, April 12, 2016 9:26:32 PM

---

Please use this number instead

Dial In: [REDACTED]

Code: [REDACTED]

Sent while mobile.

On Apr 12, 2016, at 9:24 PM, Walzak, Phil <[PWalzak@cityhall.nyc.gov](mailto:PWalzak@cityhall.nyc.gov)> wrote:

Not letting dials in thru  
Due to "heavy calling"

[Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.](#)

---

**From:** Almonte, Catherine  
**Sent:** Tuesday, April 12, 2016 9:22 PM  
**To:** Walzak, Phil  
**Cc:** Arslanian, Kayla; Salazar-Rodriguez, Prisca; [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); Berger, Henry  
**Subject:** Re: MBDB: Prep Conference Call

---

Please dial in

Sent while mobile.

On Apr 12, 2016, at 9:03 PM, Walzak, Phil <[PWalzak@cityhall.nyc.gov](mailto:PWalzak@cityhall.nyc.gov)> wrote:

Eta?

[Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.](#)

---

**From:** Almonte, Catherine  
**Sent:** Tuesday, April 12, 2016 9:01 PM  
**To:** Walzak, Phil; Arslanian, Kayla; Salazar-Rodriguez, Prisca;  
[Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); Berger, Henry  
**Subject:** MBDB: Prep Conference Call

---

Please standby...

I will notify you when to dial in

**MBDB: Prep Conference Call**

Scheduled: Tuesday, Apr 12, 2016 from 9:00 PM to 9:30 PM

Location: Call In: [REDACTED] Code: [REDACTED]

Invitees: Walzak, Phil , Arslanian, Kayla , Salazar-Rodriguez,  
Prisca , Jonathan Rosen , Berger, Henry

Sent while mobile.

**From:** [Almonte, Catherine](#)  
**To:** [Walzak, Phil](#)  
**Cc:** [Arslanian, Kayla](#); [Salazar-Rodriguez, Prisca](#); [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); [Berger, Henry](#)  
**Subject:** Re: MBDB: Prep Conference Call  
**Date:** Tuesday, April 12, 2016 9:43:06 PM

---

That was me that got off the call to give you guys privacy.

Hope it's a quick one!

Sent while mobile

On Apr 12, 2016, at 9:23 PM, Almonte, Catherine <[CAAlmonte@cityhall.nyc.gov](mailto:CAAlmonte@cityhall.nyc.gov)> wrote:

Seems like something is wrong with the conference line.

Standby for a new number.

Sent while mobile.

On Apr 12, 2016, at 9:22 PM, Almonte, Catherine <[CAAlmonte@cityhall.nyc.gov](mailto:CAAlmonte@cityhall.nyc.gov)> wrote:

Please dial in

Sent while mobile.

On Apr 12, 2016, at 9:03 PM, Walzak, Phil <[PWalzak@cityhall.nyc.gov](mailto:PWalzak@cityhall.nyc.gov)> wrote:

Eta?

Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.

---

**From:** Almonte, Catherine  
**Sent:** Tuesday, April 12, 2016 9:01 PM  
**To:** Walzak, Phil; Arslanian, Kayla; Salazar-Rodriguez, Prisca;  
[Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); Berger, Henry  
**Subject:** MBDB: Prep Conference Call

---

Please standby...

I will notify you when to dial in

**MBDB: Prep Conference Call**

Scheduled: Tuesday, Apr 12, 2016 from 9:00 PM to 9:30 PM

Location: Call In: [REDACTED] Code: [REDACTED]

Invitees: Walzak, Phil , Arslanian, Kayla , Salazar-Rodriguez, Prisca , Jonathan Rosen , Berger, Henry

Sent while mobile.

**From:** [Viguers, Jonathan](#)  
**To:** [Walzak, Phil](#); [Almonte, Catherine](#)  
**Cc:** [Arslanian, Kayla](#); [Salazar-Rodriguez, Prisca](#); [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); [Berger, Henry](#)  
**Subject:** RE: MBDB: Prep Conference Call  
**Date:** Tuesday, April 12, 2016 11:15:12 PM

---

printed.

---

**From:** Walzak, Phil  
**Sent:** Tuesday, April 12, 2016 10:11 PM  
**To:** Almonte, Catherine  
**Cc:** Arslanian, Kayla; Salazar-Rodriguez, Prisca; Jonathan@berlinrosen.com; Berger, Henry; Viguers, Jonathan  
**Subject:** RE: MBDB: Prep Conference Call

thanks  
impt he has these

---

**From:** Almonte, Catherine  
**Sent:** Tuesday, April 12, 2016 10:08 PM  
**To:** Walzak, Phil  
**Cc:** Arslanian, Kayla; Salazar-Rodriguez, Prisca; Jonathan@berlinrosen.com; Berger, Henry; Viguers, Jonathan  
**Subject:** Re: MBDB: Prep Conference Call

+ JV who will be with him in the morning.

Sent while mobile.

On Apr 12, 2016, at 10:05 PM, Walzak, Phil <[PWalzak@cityhall.nyc.gov](mailto:PWalzak@cityhall.nyc.gov)> wrote:

can we get this printed on a card for him in the am ----

- As I've said I am very confident in the integrity of this administration and of my campaign.
- While we have not been contacted by the US Attorney or the FBI, yesterday I instructed representatives of my 2013 campaign and re-election to proactively reach out to the US Attorney and let them know that we looked forward to providing them with any information that may be helpful and that we wanted to fully cooperate with them regarding any issues of interest - and that is our plan.
- They have done so and made contact with the US Attorney and clearly communicated our willingness and desire to assist.
- I have no further details then I did when I last addressed this topic and am still unaware of any investigation.



Q. Anything on investigation:

A. As I've said I am very confident in the integrity of this administration and of my campaign.

While we have not been contacted by the US Attorney or the FBI, yesterday I instructed representatives of my 2013 campaign and re-election to proactively reach out to the US Attorney and let them know that we looked forward to providing them with any information that may be helpful and that we wanted to fully cooperate with them regarding any issues of interest - and that is our plan. They have done so and made contact with the US Attorney and clearly communicated our willingness and desire to assist.

I have no further details then I did when I last addressed this topic and am still unaware of any investigation.

Q. Lawyer?

A. No I have not. Barry Berke, the attorney for our 2013 campaign, is representing the campaign.

Q. Subpoenas?

A. No, but clearly communicated our willingness to assist.

Q. What did US Attorney say?

A. My understanding is they understood and acknowledged the offer. There have been no requests of the campaign, and we have no information as to whether there is an investigation.

Q. JCOPE investigation?

A. Can't speak to that - question for C41NY

Q. Gabrielle knowing these guys?

A. No

Q. How on inaug? Who?

A. Suggestions for members were recommended by campaign staff and chosen by staff in partnership with the volunteer chairperson of the committee. We selected many supporters to join as an acknowledgement of their work for the campaign. The committee was ceremonial

IF PRESSED - ...this was more than 2 yrs ago...not going to go into every detail here....These 2 ppl were obviously selected by our team because of their support for the campaign. Clearly had we known about these allegations they would not have been selected.

---

**From:** Almonte, Catherine

**Sent:** Tuesday, April 12, 2016 9:43 PM

**To:** Walzak, Phil

**Cc:** Arslanian, Kayla; Salazar-Rodriguez, Prisca; [Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); Berger, Henry

**Subject:** Re: MBDB: Prep Conference Call

That was me that got off the call to give you guys privacy.

Hope it's a quick one!

Sent while mobile

On Apr 12, 2016, at 9:23 PM, Almonte, Catherine <[CAAlmonte@cityhall.nyc.gov](mailto:CAAlmonte@cityhall.nyc.gov)> wrote:

Seems like something is wrong with the conference line.

Standby for a new number.

Sent while mobile.

On Apr 12, 2016, at 9:22 PM, Almonte, Catherine  
<[CAlmonte@cityhall.nyc.gov](mailto:CAlmonte@cityhall.nyc.gov)> wrote:

Please dial in

Sent while mobile.

On Apr 12, 2016, at 9:03 PM, Walzak, Phil  
<[PWalzak@cityhall.nyc.gov](mailto:PWalzak@cityhall.nyc.gov)> wrote:

Eta?

Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.

---

**From:** Almonte, Catherine  
**Sent:** Tuesday, April 12, 2016 9:01 PM  
**To:** Walzak, Phil; Arslanian, Kayla; Salazar-Rodriguez, Prisca;  
[Jonathan@berlinrosen.com](mailto:Jonathan@berlinrosen.com); Berger, Henry  
**Subject:** MBDB: Prep Conference Call

---

Please standby...

I will notify you when to dial in

**MBDB: Prep Conference Call**

Scheduled: Tuesday, Apr 12, 2016 from 9:00 PM to  
9:30 PM

Location: Call In: [REDACTED] Code: [REDACTED]

Invitees: Walzak, Phil , Arslanian, Kayla , Salazar-  
Rodriguez, Prisca , Jonathan Rosen , Berger, Henry

Sent while mobile.

**From:** [Dan Levitan](#)  
**To:** [Worman, Maya](#); [Grybauskas, Natalie](#)  
**Cc:** [Jennifer Hensley](#); [Jovana Rizzo](#); [Stacey Levine](#)  
**Subject:** FW: Vice request for comment  
**Date:** Wednesday, April 13, 2016 10:23:39 AM

---

See below. Images are very graphic. We deployed a patch this morning to address Google image searches. We are drafting a response now and will share with you shortly.

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@DanLevitan

**From:** Patrick Molloy [mailto:patrick.molloy@intersection.com]  
**Sent:** Wednesday, April 13, 2016 10:07 AM  
**To:** media@link.nyc  
**Subject:** Vice request for comment

Hey all, bringing this to you in separate email from ZD ticket. This was from email [emerson.rosenthal@vice.com](mailto:emerson.rosenthal@vice.com) and in ticket 143345. BE WARNED images are very graphic:

Hi, I'm reporting on a story that transpired last night. Passersby a Link.NYC terminal were treated to an impromptu art installation after an artist used your terminal to display graphic pornography, dead bodies, and graffiti tags to the unsuspecting public. Images below [graphic]:

Do you care to comment on the exploit? How does Link.NYC feel about the use of their terminals for public interventions? Do you have countermeasures in place against this? Can/Will you do anything to prevent such future occurrences?

Also, can you comment on if / how your terminals will be used for wi-fi fingerprinting and/or civilian tracking in the future?

I look forward to your reply,

ER

--

EMERSON ROSENTHAL  
Editor, The Creators Project

VICE MEDIA LLC  
49 South 2nd Street  
Brooklyn, NY 11249

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Thank you.

--

You received this message because you are subscribed to the Google Groups "Media" group. To unsubscribe from this group and stop receiving emails from it, send an email to [media+unsubscribe@link.nyc](mailto:media+unsubscribe@link.nyc).

**From:** [Dan Levitan](#)  
**To:** [Grybauskas, Natalie](#); [Worman, Maya](#)  
**Cc:** [Jennifer Hensley](#); [Jovana Rizzo](#); [Stacey Levine](#)  
**Subject:** RE: Vice request for comment  
**Date:** Wednesday, April 13, 2016 10:38:49 AM

---

Yes, Google Images, Yes it will go black, and all the Links were patched this morning to force Google Image Search into safe mode.

Statement coming shortly will make these points – then we can hop on phone to discuss if needed.

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@DanLevitan

---

**From:** Grybauskas, Natalie [mailto:NGrybauskas@cityhall.nyc.gov]  
**Sent:** Wednesday, April 13, 2016 10:27 AM  
**To:** Dan Levitan <dan@berlinrosen.com>; Worman, Maya <mworman@doitt.nyc.gov>  
**Cc:** Jennifer Hensley <Jennifer.Hensley@intersection.com>; Jovana Rizzo <jovana@berlinrosen.com>; Stacey Levine <stacey.levine@intersection.com>  
**Subject:** RE: Vice request for comment

What exactly happened here?

Was this just someone looking stuff up on google images and leaving it up for people to see? doesn't the screen go black if you're not using it for a short time?

I thought there were content restrictions in place?

---

**From:** Dan Levitan [<mailto:dan@berlinrosen.com>]  
**Sent:** Wednesday, April 13, 2016 10:24 AM  
**To:** Worman, Maya; Grybauskas, Natalie  
**Cc:** Jennifer Hensley; Jovana Rizzo; Stacey Levine  
**Subject:** FW: Vice request for comment

See below. Images are very graphic. We deployed a patch this morning to address Google image searches. We are drafting a response now and will share with you shortly.

--

Dan Levitan

BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@DanLevitan

**From:** Patrick Molloy [<mailto:patrick.molloy@intersection.com>]  
**Sent:** Wednesday, April 13, 2016 10:07 AM  
**To:** [media@link.nyc](mailto:media@link.nyc)  
**Subject:** Vice request for comment

Hey all, bringing this to you in separate email from ZD ticket. This was from email [emerson.rosenthal@vice.com](mailto:emerson.rosenthal@vice.com) and in ticket 143345. BE WARNED images are very graphic:

Hi, I'm reporting on a story that transpired last night. Passersby a Link.NYC terminal were treated to an impromptu art installation after an artist used your terminal to display graphic pornography, dead bodies, and graffiti tags to the unsuspecting public. Images below [graphic]:

Do you care to comment on the exploit? How does Link.NYC feel about the use of their terminals for public interventions? Do you have countermeasures in place against this? Can/Will you do anything to prevent such future occurrences?

Also, can you comment on if / how your terminals will be used for wi-fi fingerprinting and/or civilian tracking in the future?

I look forward to your reply,

ER

--

EMERSON ROSENTHAL  
Editor, The Creators Project

VICE MEDIA LLC  
49 South 2nd Street  
Brooklyn, NY 11249

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Thank you.

--

You received this message because you are subscribed to the Google Groups "Media" group. To unsubscribe from this group and stop receiving emails from it, send an email to

[media+unsubscribe@link.nyc](mailto:media+unsubscribe@link.nyc).

**From:** [Snyder, Thomas](#)  
**To:** [O'Brien, Kevin](#); [Walzak, Phil](#); [Wolfe, Emma](#); [Jonathan Rosen](#)  
**Subject:** FW: Resignation from President/Officer role- TPAC  
**Date:** Wednesday, April 13, 2016 10:53:24 AM  
**Attachments:** [PRADO Resignation as President Letter.docx](#)

---

---

**From:** Geri Prado <[REDACTED]>  
**Date:** Wednesday, April 13, 2016 at 10:48 AM  
**To:** Bill de Blasio <[REDACTED]> Tom Snyder <[tsnyder@cityhall.nyc.gov](mailto:tsnyder@cityhall.nyc.gov)>, John Del Ceccato <[jfdc@akpdmedia.com](mailto:jfdc@akpdmedia.com)>  
**Cc:** "Reese, Ezra (Perkins Coie)" <[Ereese@perkinscoie.com](mailto:Ereese@perkinscoie.com)>, "Berger, Henry" <[HBerger@cityhall.nyc.gov](mailto:HBerger@cityhall.nyc.gov)>  
**Subject:** Resignation from President/Officer role- TPAC

Honorable Mayor de Blasio  
Mr. Tom Snyder, Chief of Staff  
Mr. John Del Cecato, Partner of AKPD, Senior Advisory

Attached is my resignation as President of TPAC. Thank you again for this amazing opportunity to serve in an officer position. I will remain in the ED role as we work out details.

Respectfully,

Geri Prado



Geri Prado  
1315 W Street NW, #341  
Washington, D.C. 20009  
303-809-0449

April 13, 2016

The Progressive Agenda Committee  
3220 M Street, #103  
Washington, D.C. 20007

Honorable Mayor Bill de Blasio  
Tom Snyder, Chief of Staff, City of New York  
John Del Cecato, Senior Advisor, Partner of AKPD  
Henry Berger, General Counsel, City of New York  
Ezra Reese, Partner, Perkins Coie and TPAC Counsel

To Interested Parties:

As of today, I resign my position as President of the Board of The Progressive Agenda Committee. It has been an honor to be part of this effort and its mission in this capacity.

All decisions and responsibilities under this position will need to be transferred to another person yet unnamed and filed with the IRS.

Please feel free to call or email me with any questions at [REDACTED] or [REDACTED]. I can also still be reached at my TPAC address at [geri@progressiveagenda.us](mailto:geri@progressiveagenda.us) until my tenure as executive director comes to an end.

Respectfully,

Geri Prado

**From:** [Salazar-Rodriguez, Prisca](#)  
**To:** ["Emily Walsh"](#)  
**Cc:** [Reception](#)  
**Subject:** RE: Meeting  
**Date:** Wednesday, April 13, 2016 12:24:28 PM

---

Great. thanks  
He should be there any minute

---

**From:** Emily Walsh [mailto:[Emily@berlinrosen.com](mailto:Emily@berlinrosen.com)]  
**Sent:** Wednesday, April 13, 2016 11:19 AM  
**To:** Salazar-Rodriguez, Prisca  
**Cc:** Reception  
**Subject:** RE: Meeting

He can use the 15th floor like yesterday. Please send someone upstairs as well so we can get them refreshments.

Emily Walsh  
BerlinRosen Public Affairs  
[emily@berlinrosen.com](mailto:emily@berlinrosen.com)  
646-200-5310

---

**From:** Salazar-Rodriguez, Prisca [P[Salazar-Rodriguez@cityhall.nyc.gov](mailto:Salazar-Rodriguez@cityhall.nyc.gov)]  
**Sent:** Wednesday, April 13, 2016 10:52 AM  
**To:** Anna Robinson-Sweet; Emily Walsh  
**Cc:** Jonathan Rosen  
**Subject:** Meeting

Hi guys!

The Mayor would like to have a meeting at your office today at 12noon-  
He will be meeting with Richard Emery.  
Do you have a room avail?

Thanks!  
Prisca

**From:** [Salazar-Rodriguez, Prisca](#)  
**To:** ["Reception"](#)  
**Subject:** RE: Meeting  
**Date:** Wednesday, April 13, 2016 12:24:52 PM

---

Thanks!

He should be there any minute

---

**From:** Reception [<mailto:Reception@berlinrosen.com>]  
**Sent:** Wednesday, April 13, 2016 12:24 PM  
**To:** Salazar-Rodriguez, Prisca  
**Subject:** RE: Meeting

Hey Prisca,

Apologies for the late reply. He'll be on the 15<sup>th</sup> floor conference room. I believe his security know here to take him.

---

**From:** Salazar-Rodriguez, Prisca [<mailto:PSalazar-Rodriguez@cityhall.nyc.gov>]  
**Sent:** Wednesday, April 13, 2016 11:12 AM  
**To:** Reception  
**Subject:** FW: Meeting

---

**From:** Salazar-Rodriguez, Prisca  
**Sent:** Wednesday, April 13, 2016 10:52 AM  
**To:** 'Anna Robinson-Sweet'; Emily Walsh  
**Cc:** Jonathan Rosen  
**Subject:** Meeting

Hi guys!

The Mayor would like to have a meeting at your office today at 12noon-  
He will be meeting with Richard Emery.  
Do you have a room avail?

Thanks!  
Prisca

**From:** [Reception](#)  
**To:** [Salazar-Rodriguez, Prisca](#); [Emily Walsh](#)  
**Subject:** RE: Meeting  
**Date:** Wednesday, April 13, 2016 1:02:33 PM

---

Thanks!

---

**From:** Salazar-Rodriguez, Prisca [mailto:PSalazar-Rodriguez@cityhall.nyc.gov]  
**Sent:** Wednesday, April 13, 2016 1:00 PM  
**To:** Emily Walsh  
**Cc:** Reception  
**Subject:** RE: Meeting

They are going to stay a little longer in the room-  
Maybe till 230

---

**From:** Emily Walsh [mailto:[Emily@berlinrosen.com](mailto:Emily@berlinrosen.com)]  
**Sent:** Wednesday, April 13, 2016 11:19 AM  
**To:** Salazar-Rodriguez, Prisca  
**Cc:** Reception  
**Subject:** RE: Meeting

He can use the 15th floor like yesterday. Please send someone upstairs as well so we can get them refreshments.

Emily Walsh  
BerlinRosen Public Affairs  
[emily@berlinrosen.com](mailto:emily@berlinrosen.com)  
646-200-5310

---

**From:** Salazar-Rodriguez, Prisca [mailto:PSalazar-Rodriguez@cityhall.nyc.gov]  
**Sent:** Wednesday, April 13, 2016 10:52 AM  
**To:** Anna Robinson-Sweet; Emily Walsh  
**Cc:** Jonathan Rosen  
**Subject:** Meeting

Hi guys!

The Mayor would like to have a meeting at your office today at 12noon-  
He will be meeting with Richard Emery.  
Do you have a room avail?

Thanks!  
Prisca

**From:** [Litvak, Gwendolyn](#)  
**To:** "[Nicole Kolinsky](#)"; [Connie Chung](#)  
**Subject:** RE: L.A., planning for future growth, seeks a major update of its neighborhood plans - LA Times  
**Date:** Wednesday, April 13, 2016 3:29:36 PM

---

Interesting NK.

**GWEN LITVAK | 212-442-6332**

---

**From:** Nicole Kolinsky [mailto:[Nicole.Kolinsky@berlinrosen.com](mailto:Nicole.Kolinsky@berlinrosen.com)]  
**Sent:** Wednesday, April 13, 2016 3:29 PM  
**To:** Connie Chung  
**Cc:** Litvak, Gwendolyn  
**Subject:** L.A., planning for future growth, seeks a major update of its neighborhood plans - LA Times

[http://www.latimes.com/local/lanow/la-me-ln-garcetti-planning-20160413-story.html?utm\\_source=dlvr.it&utm\\_medium=twitter&dlvr.it=649324](http://www.latimes.com/local/lanow/la-me-ln-garcetti-planning-20160413-story.html?utm_source=dlvr.it&utm_medium=twitter&dlvr.it=649324)

**From:** [Samuel Knowles](#)  
**To:** [Cooper, Crystal](#)  
**Cc:** [Kyle Moler](#)  
**Subject:** RE: Notes from NYC Interviews on SJC  
**Date:** Wednesday, April 13, 2016 8:48:17 PM

---

Thanks so much for this helpful readout, Crystal. Very strange on NYT.

---

**From:** Cooper, Crystal [mailto:CCooper2@cityhall.nyc.gov]  
**Sent:** Wednesday, April 13, 2016 6:21 PM  
**To:** Samuel Knowles <samuel.knowles@berlinrosen.com>  
**Cc:** Kyle Moler <kmoler@mrss.com>  
**Subject:** Notes from NYC Interviews on SJC

Hi Sam,

Thank you so much for all of your outreach assistance in the lead-up to the announcement today. Here are notes on the interviews that Liz held yesterday. You'll see that the NYT interview went very much off track, but that he may write a longer lead piece in the next few weeks.

We ended up getting our release out a little after 1 p.m. ET, so we will monitor overnight to see if any local papers picked it up with info from the release.

- Jake Pearson of AP:  
<http://bigstory.ap.org/article/c5a876353b4b42d28cb16f0ab1ceebbe/11-us-jails-win-millions-grants-overhaul-operations> (quotes Liz Glazer)
- Interview with Economist went extremely well. Planning a longer lead story to run after the New York primary on April 19
- Haven't seen anything yet from Ryan Reilly at HuffPost, but that interview went very well also.
- New York Times interview was extremely hostile; the interview started with a demand that we send a list of names of the top "churners" in the jail system. He did not seem interested in covering the actual grant. We've been massaging the dialogue via email over the past 24 hours to get things to a place where he might write a longer lead story in the next few weeks.

**Crystal Cooper**

Senior Press Analyst  
Mayor's Office of Criminal Justice  
1 Centre Street, 10<sup>th</sup> Floor, Rm 1012N  
New York, NY 10007  
O: 212-416-5265  
[Ccooper2@cityhall.nyc.gov](mailto:Ccooper2@cityhall.nyc.gov)

**From:** [Litvak, Gwendolyn](#)  
**To:** "[Connie Chung](#)"; [Nicole Kolinsky](#)  
**Subject:** RE: LA mayor answers backlash to "mega-developments" with plan of his own | 89.3 KPCC  
**Date:** Friday, April 15, 2016 4:42:08 PM

---

Wowza. Also, hi.

**GWEN LITVAK | 212-442-6332**

---

**From:** Connie Chung [<mailto:CChung@hraadvisors.com>]  
**Sent:** Friday, April 15, 2016 1:30 PM  
**To:** Nicole Kolinsky; Litvak, Gwendolyn  
**Subject:** RE: LA mayor answers backlash to 'mega-developments' with plan of his own | 89.3 KPCC

Maybe it's just the top-down east coast technocrat in me, but why is 35 separate plans better than a single comprehensive plan?

Also:

<https://twitter.com/HawthorneLAT/status/721021039363264512>

CONNIE J. CHUNG

Director | HR&A ADVISORS, INC.

Direct: (646) 545-6248 | Mobile: (917) 699-7893

[cchung@hraadvisors.com](mailto:cchung@hraadvisors.com)

---

**From:** Nicole Kolinsky [<mailto:Nicole.Kolinsky@berlinrosen.com>]  
**Sent:** Thursday, April 14, 2016 11:26 AM  
**To:** Connie Chung; Litvak, Gwendolyn  
**Subject:** LA mayor answers backlash to 'mega-developments' with plan of his own | 89.3 KPCC

<http://www.scpr.org/news/2016/04/13/59524/la-mayor-counters-proposed-halt-to-mega-developmen/>

**From:** [Breitbart, Joshua](#)  
**To:** [CJ Macklin](#); [Dan Levitan](#); [Jennifer Hensley](#)  
**Cc:** [Stacey Levine](#)  
**Subject:** RE: May 2 event  
**Date:** Friday, April 15, 2016 4:44:00 PM

---

Jen, did you have a chance to finalize?

---

**From:** Breitbart, Joshua  
**Sent:** Thursday, April 14, 2016 4:48 PM  
**To:** 'CJ Macklin'; Dan Levitan; Jennifer Hensley  
**Cc:** Stacey Levine  
**Subject:** RE: May 2 event

Can we finalize by tomorrow whether this will be Jen or Colin? New America is preparing the event announcement. Thanks.

---

**From:** CJ Macklin [<mailto:CJ.Macklin@berlinrosen.com>]  
**Sent:** Thursday, March 31, 2016 12:50 PM  
**To:** Breitbart, Joshua; Dan Levitan; Jennifer Hensley  
**Cc:** Stacey Levine  
**Subject:** RE: May 2 event

Sounds good, Josh. I'll be here ( [REDACTED] ).

-CJ

---

**From:** Breitbart, Joshua [<mailto:JBreitbart@cityhall.nyc.gov>]  
**Sent:** Thursday, March 31, 2016 12:47 PM  
**To:** CJ Macklin; Dan Levitan; Jennifer Hensley  
**Cc:** Stacey Levine  
**Subject:** RE: May 2 event

Can I call you back in about 20 minutes?

---

**From:** CJ Macklin [<mailto:CJ.Macklin@berlinrosen.com>]  
**Sent:** Thursday, March 31, 2016 11:45 AM  
**To:** Breitbart, Joshua; Dan Levitan; Jennifer Hensley  
**Cc:** Stacey Levine  
**Subject:** RE: May 2 event

Hey Josh,

Just tried to reach you to chat further about the event, but got your VM. Let me know when you're free, and I can give you a quick call back.

Thanks,



CJ

---

**From:** Breitbart, Joshua [<mailto:JBreitbart@cityhall.nyc.gov>]  
**Sent:** Thursday, March 31, 2016 10:52 AM  
**To:** Dan Levitan; Jennifer Hensley  
**Cc:** Stacey Levine; CJ Macklin  
**Subject:** RE: May 2 event

Sorry for the delay. It would be great to have Jen for this event. You can reach me at my desk: 212-676-3969.

Josh

---

**From:** Dan Levitan [<mailto:dan@berlinrosen.com>]  
**Sent:** Monday, March 28, 2016 4:48 PM  
**To:** Jennifer Hensley; Breitbart, Joshua  
**Cc:** Stacey Levine; CJ Macklin  
**Subject:** RE: May 2 event

Hi Josh –

We definitely want to participate. Can we connect by phone tomorrow?

Dan

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@DanLevitan

**From:** Jennifer Hensley [<mailto:jennifer.hensley@intersection.com>]  
**Sent:** Monday, March 28, 2016 4:00 PM  
**To:** Breitbart, Joshua <[JBreitbart@cityhall.nyc.gov](mailto:JBreitbart@cityhall.nyc.gov)>  
**Cc:** Stacey Levine <[stacey.levine@intersection.com](mailto:stacey.levine@intersection.com)>; Dan Levitan <[dan@berlinrosen.com](mailto:dan@berlinrosen.com)>  
**Subject:** Re: May 2 event

Hey Josh -

Sorry I missed you - was in a city planning meeting with DOT on Times Square plazas! I'd passed this on to our press team and I think they were looking into it. I'm happy to participate if we can coordinate schedules. Let me check back with the team and we'll confirm with you as soon as possible.

Thanks!

Jen

On Thu, Mar 24, 2016 at 5:07 PM, Breitbart, Joshua <[JBreitbart@cityhall.nyc.gov](mailto:JBreitbart@cityhall.nyc.gov)> wrote:

|

New America is planning an event at Civic Hall in the evening on May 2<sup>nd</sup> highlighting the City's use of Wi-Fi. We thought it would be good to include someone to speak on behalf of Link.

There's a tie-in to concerns about LTE-U's potential impact on Wi-Fi. Other speakers will include Maya, EDC, Andrew Afflerbach from CTC Energy and Technology, Chris Szymanski from Broadcom.

Give me a call if you want to discuss.

Thanks,  
Josh

---

Joshua Breitbart  
Special Advisor for Broadband  
Office of the Mayor  
City Hall, New York, NY 10007  
o [\(212\) 676-3969](tel:2126763969)  
m [\(347\) 224-4545](tel:3472244545)

--

**Jen Hensley**

General Manager, Link

T: 212 735-8906

C: 917 863-4914

[jen.hensley@intersection.com](mailto:jen.hensley@intersection.com)

**Intersection**

100 Park Avenue 6th Floor New York NY 10017

[intersection.com](http://intersection.com)

**From:** [Dan Levitan](#)  
**To:** [Grybauskas, Natalie](#)  
**Subject:** Bronx  
**Date:** Monday, April 18, 2016 2:02:38 PM

---

Do you have a sec to catch up this afternoon?

I am free after 3.

--

Dan Levitan  
BerlinRosen Public Affairs  
O: 646.200.5315  
C: 201.674.7475  
@DanLevitan

**From:** [Litvak, Gwendolyn](#)  
**To:** [Connie Chung](#); [Nicole.Kolinsky@berlinrosen.com](mailto:Nicole.Kolinsky@berlinrosen.com); [Daria Siegel](#)  
**Subject:** Re: Yolles  
**Date:** Tuesday, April 19, 2016 9:54:32 AM

---

I saw him at duane reade but avoided him bec I was buying a random assortment of things

Sent from my BlackBerry 10 smartphone.

---

**From:** Connie Chung  
**Sent:** Tuesday, April 19, 2016 9:53 AM  
**To:** [Nicole.Kolinsky@berlinrosen.com](mailto:Nicole.Kolinsky@berlinrosen.com); Daria Siegel; Litvak, Gwendolyn  
**Subject:** Yolles

---

Having a baby. I had no idea! He said due date is in 8 days. Whoa!

CONNIE J. CHUNG  
**Director** | **HR&A ADVISORS, INC.**  
Direct: (646) 545-6248 | Mobile: (917) 699-7893  
[cchung@hraadvisors.com](mailto:cchung@hraadvisors.com)

- sent via mobile -

**From:** [Litvak, Gwendolyn](#)  
**To:** ["Nicole Kolinsky"](#)  
**Subject:** RE: Exclusive Q&A: NYC Mayor's Office Of Sustainability Director Nilda Mesa  
**Date:** Thursday, April 21, 2016 5:16:01 PM

---

Thank you. Some of my best ghost writing I think. ☺

**GWEN LITVAK | 212-442-6332**

---

**From:** Nicole Kolinsky [mailto:[Nicole.Kolinsky@berlinrosen.com](mailto:Nicole.Kolinsky@berlinrosen.com)]  
**Sent:** Thursday, April 21, 2016 5:15 PM  
**To:** Litvak, Gwendolyn  
**Subject:** Fwd: Exclusive Q&A: NYC Mayor's Office Of Sustainability Director Nilda Mesa

Nice

**Nicole Kolinsky**  
BerlinRosen Public Affairs  
[nicole.kolinsky@berlinrosen.com](mailto:nicole.kolinsky@berlinrosen.com)  
[646.200.5296](tel:646.200.5296) (o)  
[646.263.1527](tel:646.263.1527) (c)

Begin forwarded message:

**From:** New York Bisnow <[newsletter@news.bisnow.com](mailto:newsletter@news.bisnow.com)>  
**Date:** April 21, 2016 at 5:05:35 PM EDT  
**To:** Nicole Kolinsky <[nicole.kolinsky@berlinrosen.com](mailto:nicole.kolinsky@berlinrosen.com)>  
**Subject:** Exclusive Q&A: NYC Mayor's Office Of Sustainability Director Nilda Mesa

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April 21, 2016

## **Exclusive Q&A: NYC Mayor's Office Of Sustainability Director Nilda Mesa**

In an office market where sustainability figures increasingly into tenants' **wish lists**, we can be sure it'll play a huge role in the future of commercial real estate. We caught up with **Nilda Mesa**, director of the Mayor's Office of Sustainability and a speaker at our **Future of Real Estate event** next week, to get her take on where things are headed.