

From: [John Del Cecato](#)
To: [Santucci, Laura](#); [REDACTED] [Peter Ragone](#); [Lindsay Scola](#)
Cc: [Chirlane McCray](#)
Subject: Re: NYC Mayor
Date: Monday, January 06, 2014 12:51:36 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)

[REDACTED]

From: <Santucci>, Laura <LSantucci@cityhall.nyc.gov>
Date: Monday, January 6, 2014 at 12:32 PM
To: "[REDACTED]" <[REDACTED]> Peter Ragone
<[REDACTED]>, John Del Cecato <jfdc@akpdmmedia.com>, Lindsay Scola
<[REDACTED]>
Cc: Chirlane McCray [REDACTED] <[REDACTED]>
Subject: RE: NYC Mayor

[REDACTED]

From: Bill de Blasio [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Monday, January 06, 2014 12:29 PM
To: Peter Ragone; John Del Cecato; Santucci, Laura; Lindsay Scola
Cc: Chirlane McCray
Subject: Fw: NYC Mayor

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Sent via BlackBerry by AT&T

From: "Gregory Atkins" <greg.atkins@v3hotels.com>
Date: Mon, 6 Jan 2014 11:50:54 -0500
To: [REDACTED]

Subject: FW: NYC Mayor

Mr. Mayor,

I hope you are having fun so far. You will be happy to hear that in my 20 years living in NYC, I have never had a Democratic Mayor, OR seen a mayor shovel his own sidewalk. ;)

The email below is an invitation from the Ohio Democratic Party for you to speak at their annual dinner. My friend is the ED there and wanted me to forward this to you. His name is Bill Demora and you can have your scheduler reach out to him directly if you are interested.

G

Gregory D. Atkins



Brooklyn Hotel Group, LLC

Partner

ga@brooklynhotelgroup.com
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V3 Hotels

President

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www.v3hotels.com

mobile 917.971.5749



Follow me @gregory_atkins



Think Green; do you really need to print this email?

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From: Bill DeMora [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Monday, January 06, 2014 11:43 AM
To: greg.atkins@v3hotels.com
Subject: NYC Mayor

Greg,

I hope this message finds you well...

I wanted to follow up with you about contacting your Mayor to speak in Ohio in March for our State Dem Party Spring Dinner.

I am the contact person at my cell number [REDACTED] or this email.

Bill



BROOKLYN

HOTEL GROUP





From: [Bill de Blasio](#)
To: [Anna Greenberg](#)
Cc: [John Del Cecato](#); [FLONYC](#)
Subject: Re: just got q poll on police
Date: Saturday, January 10, 2015 3:34:47 PM

As am I! :)

Sent via BlackBerry by AT&T

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

From: Anna Greenberg <agreenberg@gqrr.com>

Date: Sat, 10 Jan 2015 20:20:15

To: [REDACTED]

Cc: John Del Cecato<jfdc@akpdmedia.com>; Chirlane McCray<FLONYC@cityhall.nyc.gov>

Subject: Re: just got q poll on police

I'm glad we have our own parallel poll in the field.

> On Jan 10, 2015, at 12:50 PM, "Bill de Blasio" <[REDACTED]> wrote:

>

>

> Fyi. And note the entertaining fact that the source is jonathan prince

>

>

> -----Original Message-----

> From: Jonathan Prince

> To: Bill de Blasio

> To: Peter Ragone

> To: Nick Baldick

> Subject: just got q poll on police

> Sent: Jan 10, 2015 12:32 PM

>

> This is precise list of questions. (a/d = approve/disapprove)

>

> a/d bdb

> a/d bratton

> a/d farina

> a/d stringer

> a/d andrew

>

> in general, how satisfied?

>

> a/d bdb relations b/w blacks and whites

> a/d bdb relations b/w police and community

> a/d bdb handling public schools

> a/d bdb handling police dept

> a/d bdb handling crime

>

> opinion of rev fav/unfav

> rev mostly positive or mostly negative force in nyc

> rev have too much influence, too little, right amount w/bdb

- > should bdb ban carriages
- > a/d cell phones in schools
- > race relations gen good/gen bad
- > race relations getting better/worse/staying same
- >
- > mlk bday, signif progress toward dream of racial equality or not
- >
- > follow govt/puub affairs most/some/hardly
- >
- > a/d nyc police doing job
- > a/d police in community doing job
- >
- > in general, how serious prob crime in nyc? v serious, s serious, not serious
- > personally worry about being victim of crime
- > police in nyc tougher on whites, tougher on blacks, same
- > police in your community, w/b/same
- > how serious police brutality
- > perosnally wprry about police burtality
- >
- > heard anything about eric garner
- > which statement closer; tragic, no excuse for police action; or tragic, understandable police acted this way
- >
- > a/d grand jury decided not to bring charges
- > a/d fed govt bringing civil rights charges
- >
- > who should investigate - state a/g or local d/a
- >
- > a/d bdb handling protests
- > a/d police handling protests
- >
- > when protesters block traffic but not violent, should allow or clear, even if means arrest
- >
- > relations b/w bdb and police gen good or gen bad
- > who more to blame, police or bdb
- >
- > over next year, relations b/w bdb and police worse/better/stay same
- > over next year, relations b/w bdb and minorities worse/better/stay same
- >
- > opinion of lynch fav/unfav
- > lynch mostly pos/mostly neg
- > has discipline in nypd broken down
- > can bratton restore discipline in nypd
- > should union have role in disciplining officers or only commissioner
- >
- > comments by lynch "blood on hands" appropriate or too extreme
- > a/d officers turning backs
- > believe statements by bdb during campaign and 1st yr show he does/does not support police
- >
- > fewer low-level more fear of safety or protest
- > fewer low-level part of organized or spontaneous
- > if police make fewer low-level more good thing b/c reduce tension or more good thing cause increase crime
- > if police deliberately fewer low level should/should not disciplined
- >
- > demos
- >
- >
- > Sent via BlackBerry by AT&T

From: [B](#)
To: [Wolfe, Emma](#); [Ragone, Peter](#); [Sevillia, Max](#)
Cc: [FLONYC](#); ["jfdc@akpdmmedia.com"](#); [Leopold, Elana](#)
Subject: Confidential/Do Not Forward
Date: Sunday, January 25, 2015 11:36:41 PM

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

From: Betsy Hodges
To: Bill de Blasio
Subject: Re: Loved your message!!
Sent: Jan 25, 2015 8:41 PM

Thank you! I am replying from the best email for this - it is my personal one and better suited for the task. I am clear on the no texting tip.

I am also convinced we are kindred. I kept track of your race, and keep track of what you're up to. You have my admirations as well as my relief that the highest profile mayor in the country is flying his progressive flag high and proud. That's one of the things that makes it easier for me here. It helps me know I am not crazy to take on and do the things I am taking on and doing. Full confession, though: when you and I got elected in 2013 there were a number of stories, some local, some national, about the wave of progressive mayors who were elected. You and I were both mentioned in some of those, which was awesome. I have appeared at a fair number of conferences and panels and such around the country where people referred to me as the "Bill de Blasio of Minneapolis". I took it as a compliment - I am proud to be your kindred spirit - but I am sure you understand that I patiently explained to them that you are the Betsy Hodges of New York.

Here's how your work makes it easier for me (and I think others of our ilk):

1) Dude, you are leading the way. You're one of the most prominent and visible leaders in the country and the world and as a result you taking on pre-K, wages, immigration, pedestrian deaths, etc. and making them central to your work helps pave the way for me to do the same. I hope there are places where I go first and it helps other Mayors, but you're the mayor of New York and people for sure know when you make the move. I can point out your work to my allies and my detractors and say "this isn't some crazy notion one lady has". I go out on the limb for the "crazy notion" when I need to, but it's nice not to need to sometimes.

2) Related to 1, you're out there doing it, making things happen, shining the light on the most important issues of equity and making the case that it matters for everyone. That helps and bolsters me making the case here. It helps people see more easily that it's a movement and not a lone voice. I wake up every day thinking about what I can to create better outcomes for people of color and low income people while I grow the hell out of Minneapolis. I go to bed thinking about it. Everything I do is steeped in those questions, those and how to do city basics well. That's pretty much it. With you out there I know I'm not the only one.

3) You do stuff, you do it on a big scale, and you expect and get results for it. You've got guts. I've got guts. Even so, I have learned from you a lot about how to have confidence in the vision and what that looks like day to day. I wasn't raised a man, I have been saddled with some of the great and challenging things about women's enculturation, so having an example of other ways to be a badass mayor is really helpful.

All of that speaks to the clarity of your agenda, your leadership, your clarity of purpose, and your courage. Nice work, my friend.

Please know I don't think you're perfect, I am not imbuing you with superhuman characteristics or anything. I just thought it might be helpful for you to know that what you're doing matters far beyond what you're likely aiming for and that's saying something. It matters to me, and it is helping Minneapolis. Thanks for being so out there on our values.

Finally, I debated on whether to share this with you and decided to go for it.

Damn right we are going to tell them how to act with the police. You are not the only mayor by *far* in that situation. That's not a problem with us. In that vein, I offer this piece I wrote after being slimed on TV by a local reporter and the head of my police union: <http://mayorhodes.com/2014/11/13/pointergate/>
My best to you, Bill. I like you back.

b

cell: [REDACTED] best email: [REDACTED]

On Jan 25, 2015, at 3:54 PM, Hodges, Betsy A. <Betsy.Hodges@minneapolisnmn.gov> wrote:

Sent from my iPhone
Begin forwarded message:

From: Bill de Blasio [REDACTED]
Date: January 25, 2015 at 3:49:07 PM CST
To: <betsy.hodges@minneapolisnmn.gov>
Subject: Loved your message!!
Reply-To: <[REDACTED]>

Betsy, I have no doubt that your opinions are regularly both strong and critical (in the good sense of the word)! I'm looking forward to staying in touch -- this email is the best way to reach me, or call on the cell. -- but best to avoid texting.

I am convinced we are kindred. I was very touched by your comment about our work in nyc making your work there easier -- tell me more about that -- want to understand it better. Keep up the good work, and hope to see you in NYC or at our mtg in Boston. Best, Bill

Sent via BlackBerry by AT&T

From: [John Del Cecato](#)
To: [Stephanie Yazgi](#); [Fink, Avi](#); [Schnake-Mahl, Gabriel](#); [Wolfe, Emma](#)
Subject: Re: Progressive Taxation
Date: Wednesday, March 11, 2015 9:00:16 AM

I dig - good stuff

From: Stephanie Yazgi [REDACTED]
Date: Tuesday, March 10, 2015 at 3:42 PM
To: John Del Cecato <jfdc@akpdmedia.com>, "Fink, Avi" <AFink@cityhall.nyc.gov>, Gabriel Schnake-Mahl <gschnakemahl@cityhall.nyc.gov>, Emma Mw <EWolfe@cityhall.nyc.gov>
Subject: Progressive Taxation

Folks:

Attached here is memo Mahen put together on progressive taxation. His purpose was to create a research doc which we could use to craft a briefing to help MBdB facilitate a discussion with mayors around some of these options/ endeavors and their interest, thoughts, and feedback.

I plan to work with Gabriel on this, but any input from JDC to help us meet your vision and goals would be very helpful.

When we meet together on Friday at City Hall, we can discuss and I can work by COB Friday to have a first draft for review so we are comfortable with shared vision and talk points well in advance of when MBdB is supposed to facilitate.

Is that an ok plan?

Any notes JDC want to share now?

Need anything further from Mahen to add?

Thanks, all.
Stephanie

----- Forwarded message -----

From: Mahen Gunaratna [REDACTED]
Date: Tue, Mar 10, 2015 at 3:34 PM
Subject: Progressive Taxation
To: Stephanie Yazgi [REDACTED]

Steph,

Gabe passed along your progressive taxation doc. Thought I'd add to it in case helpful - see attached.

Let me know if you need anything else. I took out the financial transactions tax section because BdB is on-

record as opposing it...then again he could be convinced otherwise.

-Mahen

From: [Bill de Blasio](#)
To: [John Del Cecato](#)
Cc: [Aaron Pickrell](#); [Jon Fromowitz](#); [Leopold, Elana](#)
Subject: Re: Collaborating
Date: Wednesday, March 11, 2015 10:53:34 PM

[REDACTED]

Sent via BlackBerry by AT&T

From: John Del Cecato <jfdc@akpdmedia.com>

Date: Thu, 12 Mar 2015 02:52:21 +0000

To: [REDACTED]

Cc: Aaron Pickrell <[REDACTED]>; Jon Fromowitz <jfromowitz@akpdmedia.com>; Elana Leopold <ELEopold@cityhall.nyc.gov>

Subject: Re: Collaborating

[REDACTED]

On Mar 11, 2015, at 10:46 PM, Bill de Blasio [REDACTED] wrote:

[REDACTED]

Sent via BlackBerry by AT&T

From: "Robert B. REICH" <reich@berkeley.edu>

Date: Wed, 11 Mar 2015 18:04:27 -0700

To: [REDACTED]

Subject: Collaborating

Dear Mr. Mayor,

So sorry I can't join you April 2. Couldn't move my 810-person undergraduate class.

But let's stay in touch and come up with other ways to collaborate.

My biggest concern right now is the Democratic presidential race won't feature the kind of primary contest that excites the base and informs the public about widening inequality of income and wealth and of political power. Such a primary would be good for the country and also good for Hillary. But EW seems dead set against running, and I don't see anyone else on the horizon.

In any event, would enjoy talking with you about any and all of this -- and will let you know when I'm next in the City, in hopes we might have a chance to connect.

Perian sends a big hello.

Bob Reich

From: [John Del Cecato](#)
To: [Stephanie Yazgi](#); [Schnake-Mahl, Gabriel](#); [Fink, Avi](#)
Subject: Re: state of briefing
Date: Tuesday, March 17, 2015 11:31:33 AM

Off top of my head, I think it's gonna be carried interest, millionaire's tax (state level) and one other non-city-level thing as our menu of options

From: Stephanie Yazgi [REDACTED]
Date: Tuesday, March 17, 2015 at 11:25 AM
To: John Del Cecato <jfdc@akpdmedia.com>, Gabriel Schnake-Mahl <gschnakemahl@cityhall.nyc.gov>, "Fink, Avi" <AFink@cityhall.nyc.gov>
Subject: state of briefing

i need some help paring it down but this call will help

john- not sure what in this is best in describing carried interest loophole
is it true that the three we chose w emma and neal are good fed, state and muni level taxes?
]talk more in 5

thanks

From: [John Del Cecato](#)
To: [Thornton, Demetrius](#); [Aaron Pickrell](#); [Jon Fromowitz](#); [Hayley Prim](#)
Cc: [Roxanne Johns](#)
Subject: Re: Gracie Confab details
Date: Tuesday, March 31, 2015 4:15:30 PM

[REDACTED]

From: <Thornton>, Demetrius <DThornton@cityhall.nyc.gov>

Date: Tuesday, March 31, 2015 at 3:48 PM

To: John Del Cecato <jfdc@akpdmedia.com>, Aaron PickrellEmail [REDACTED], Jon Fromowitz <jfromowitz@akpdmedia.com>, Hayley Prim [REDACTED]

Cc: Roxanne Johns [REDACTED]

Subject: RE: Gracie Confab details

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]

Sent: Tuesday, March 31, 2015 11:39 AM

To: Aaron Pickrell; Jon Fromowitz; Thornton, Demetrius; Hayley Prim

Cc: Roxanne Johns

Subject: Re: Gracie Confab details

[REDACTED]

From: John Del Cecato <jfdc@akpdmedia.com>

Date: Tuesday, March 31, 2015 at 9:37 AM

To: Aaron PickrellEmail [REDACTED], Jon Fromowitz <jfromowitz@akpdmedia.com>, "Thornton, Demetrius" <dthornton@cityhall.nyc.gov>

Cc: Roxanne Johns [REDACTED]

Subject: Re: Gracie Confab details

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[REDACTED]

From: Aaron PickrellEmail [REDACTED]

Date: Tuesday, March 31, 2015 at 9:34 AM

To: John Del Cecato <jfdc@akpdmedia.com>, Jon Fromowitz <jfromowitz@akpdmedia.com>
Subject: Fwd: Gracie Confab details

You guys have any insight?

Begin forwarded message:

From: "Ruth R. Boatman" <boatman@princeton.edu>
Date: March 31, 2015 at 9:09:22 AM EDT
To: Aaron Pickrell [REDACTED]
Subject: Re: Gracie Confab details

Hi Aaron,

Just a final confirmation:

Shawanda Moore [REDACTED] will meet Ms. Morrison when she arrives at the 88th St. & East End Ave entrance to Gracie Mansion just before Noon. [What is Ms. Moore's position/title?] Ms. Moore will attend Ms. Morrison through out her time at the venue and make sure she is escorted back to her car when the meeting concludes or is there an attendant?

Please make sure Ms. Moore knows where Ms. Morrison is to be seated during the event and that there is enough room [REDACTED]. Does this meeting have a formal name? Is this a lunch meeting?

I will forward the driver's name and mobile shortly.

Rene

From: [Wolfe, Emma](#)
To: [REDACTED]; "jfdc@akpdmedia.com"; [REDACTED]; [Carey, Michael](#); [Schnake-Mahl, Gabriel](#); [Leopold, Elana](#)
Subject: Re: Mayor Cownie: mtg 4/16
Date: Monday, April 06, 2015 11:13:20 AM

This is great!

From: Stephanie Yazgi [mailto:[REDACTED]]
Sent: Monday, April 06, 2015 11:12 AM
To: John Del Cecato <jfdc@akpdmedia.com>; Aaron Pickrell [REDACTED]; Carey, Michael; Wolfe, Emma; Schnake-Mahl, Gabriel; Leopold, Elana
Subject: Mayor Cownie: mtg 4/16

When I met with the mayor, he noted that Mayor Cownie (D-Des Moines) had agreed to pull in R mayors from the surrounding area to meet with them on transportation advocacy.

I reached out to Amanda Romer, his staffer, and she said that Mayor Cownie was committed to doing this.

He has reached out to their local CVB (greater des moines partnership/ business association for metro area) to ask that the President meet with he and MBdB with 2-3 Republican mayors from metro area.

We currently have from 2-3 PM blocked off, but MICHAEL need to extend that to 2-4PM on 4/16 if at all possible.

Just so we are on same page, I'm in close touch with Amanda but here is her contact information should you need it. Thanks.

Amanda Romer	Liaison to Mayor	[REDACTED]	amromer@dmgov.org
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From: [Carey, Michael](#)
To: [Leopold, Elana; B](#)
Cc: [@EO; Klein, Monica; John Del Cecato](#)
Subject: Re: Nvm: Sen Harkin
Date: Saturday, April 11, 2015 12:40:04 PM

He also just emailed me this:

See if you can find out if Warren was her maiden or married name. If maiden, who did she marry to bear Bill's mother? If Warren is her married name, what was her maiden name ? Was she an immigrant? Was she raised on a farm?

From: <Leopold>, Elana Leopold <ELeopold@cityhall.nyc.gov>
Date: Saturday, April 11, 2015 at 12:38 PM
To: Bill de Blasio <BCCD@cityhall.nyc.gov>
Cc: "@EO" <EO@cityhall.nyc.gov>, Monica Klein <MKlein@cityhall.nyc.gov>, John Del Cecato <jfdc@akpdmedia.com>
Subject: Nvm: Sen Harkin

Sen. Harkin



Hi Bill, it's Tom Harkin. I spoke to Michael Carey but I need more information about your grandmother, Nina Warren, from Blanchard, IA.

Give me a call when you can so we can go over our events in Iowa. It's a good thing and going to be a good day.

Sent from my iPhone

From: [John Del Cecato](#)
To: [B](#)
Cc: [Wolfe, Emma](#); [Walzak, Phil](#); [Hagelgans, Andrea](#)
Subject: Re: FYI
Date: Sunday, April 12, 2015 6:29:33 PM

> On Apr 12, 2015, at 6:01 PM, B <BCCD@cityhall.nyc.gov> wrote:

>

>

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>

>

> ----- Original Message -----

> From: Wolfe, Emma

> Sent: Sunday, April 12, 2015 03:54 PM

> To: 'John Del Cecato' <jfdc@akpdmedia.com>; Walzak, Phil

> Cc: B; Hagelgans, Andrea

> Subject: RE: FYI

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> -----Original Message-----

> From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]

> Sent: Sunday, April 12, 2015 3:50 PM

> To: Walzak, Phil

> Cc: B; Wolfe, Emma; Hagelgans, Andrea

> Subject: Re: FYI

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>> On Apr 12, 2015, at 3:48 PM, Walzak, Phil <PWalzak@cityhall.nyc.gov> wrote:

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>> STATEMENT FROM GOVERNOR ANDREW M. CUOMO

>>

>>

>>

>>

>> "Hillary Clinton has been a lifelong champion for middle-class families, an advocate for the underserved, and a fighter for civil rights. Her record reflects the steadfast belief that every American, no matter their race, gender or ethnicity, should have the right to achieve economic security and opportunity. She is a tested leader with the resilience and experience to be a great President. I was honored to work closely with her in the Clinton Administration, during a time of historic peace, prosperity and progress for our nation. Having known and worked with her for over 20 years, I

wholeheartedly endorse Hillary Clinton's campaign for President."

>>

>>

From: [Schnake-Mahl, Gabriel](#)
To: ["Stephanie Yazgi"](#); [Wolfe, Emma](#); [Agarwal, Nisha](#); [James Freedland](#); [Aaron Pickrell](#); [John Del Cecato](#)
Subject: RE: Immigration Stakeholder Strategy Meeting w/ MBdB
Date: Thursday, April 16, 2015 4:36:00 PM

In addition to what Steph just sent around, our speechwriting team is finalizing a draft of Mayor's remarks. Will circulate for this team's input once I have.

From: Stephanie Yazgi [REDACTED]
Sent: Thursday, April 16, 2015 4:18 PM
To: Schnake-Mahl, Gabriel; Wolfe, Emma; Agarwal, Nisha; James Freedland; Aaron Pickrell; John Del Cecato
Subject: Immigration Stakeholder Strategy Meeting w/ MBdB

Folks:

I have attached the vision document and suggested talk points for MBdB, tick tock and agenda for the immigration stakeholder strategy meeting we are holding this Saturday at Brooklyn Public Library from 230PM to 4PM.

It is an intimate gathering of stakeholders in immigrant rights movement, but many are from unions or community organizations who also lead the fight on worker protections, raising wages, and other issues of income inequality.

While the focus is on immigration, we believe (and it was EW suggestion) that it is a great time to discuss some of the larger scale organizing efforts. We are collaborating with trusted allies to finalize this document but wanted to send to this group for more input.

Please review and let us know if you have suggestions for any piece- ESP MBdB role, remarks, questions.

Thank you,
Stephanie

From: [Carey, Michael](#)
To: [Stephanie Yazgi](#); [John Del Cecato](#)
Cc: [Aaron Pickrell](#)
Subject: Re: FYI
Date: Friday, April 17, 2015 8:43:34 AM

13th is a go for your email to USCOM

From: [REDACTED]
Date: Thursday, April 16, 2015 at 10:25 AM
To: John Del Cecato <jfdc@akpdmedia.com>
Cc: Michael Carey <mpcarey@cityhall.nyc.gov>, Aaron Pickrell [REDACTED]
Subject: Re: FYI

Backstory:

we are trying to get a) critical mass of mayors and b) uscm buy in and needs met

i think we have settled on 13th... will confirm with you later
but we will need some time on evening of may 12th (likely) if that is possible

talking to pick at 430PM more

thanks all

On Thu, Apr 16, 2015 at 10:46 AM, John Del Cecato <jfdc@akpdmedia.com> wrote:

Adding pick

From: Stephanie Yazgi [REDACTED]
Date: Thursday, April 16, 2015 at 8:46 AM
To: "Carey, Michael" <MPCarey@cityhall.nyc.gov>, John Del Cecato <jfdc@akpdmedia.com>
Subject: Re: FYI

FYI

we are NOT 100% settled on the plan for DC as of yet- having a slight prob so keep you posted but may have to do 12th instead
trying to find best date for critical mass of mayors

On Thu, Apr 16, 2015 at 9:45 AM, Stephanie Yazgi [REDACTED] wrote:

we are NOT 100% settled on the plan for DC as of yet- having a slight prob so keep you posted

From: [Agarwal, Nisha](#)
To: [Aaron Pickrell](#); [Stephanie Yazgi](#); [Schnake-Mahl, Gabriel](#); [Wolfe, Emma](#); [James Freedland](#); [John Del Cecato](#)
Subject: RE: Immigration Stakeholder Strategy Meeting w/ MBdB
Date: Friday, April 17, 2015 9:28:00 AM

This is great. Steph – do you have the pen to incorporate into remarks draft? Should I?

Nisha Agarwal | Commissioner
NYC Mayor's Office of Immigrant Affairs
p: (212) 788-7654 | nyc.gov/immigrants

For scheduling requests, please cc Marie-Fatima Hyacinthe: [mfhyacinthe@cityhall.nyc.gov](mailto:mfhycinthe@cityhall.nyc.gov)

From: Aaron Pickrell [REDACTED]
Sent: Friday, April 17, 2015 8:28 AM
To: Stephanie Yazgi; Schnake-Mahl, Gabriel; Wolfe, Emma; Agarwal, Nisha; James Freedland; John Del Cecato
Subject: Re: Immigration Stakeholder Strategy Meeting w/ MBdB

JDC can chime in here if I am missing anything, but if it is possible to mark with the NYC folks that MBdB is doing some national work to elevate attention around income inequality and we want to make sure their national colleagues are aware/involved, that would be great

Few points:

- Income inequality and the efforts to address the root causes are tied into everything we do as progressives – including working on immigration reform
- In order to address these issues, we can't tweak around the edges – we need to demand big, bold change
- MBdB will be helping organize an event in DC in early May to lay out a set of progressive principles that we think leaders and potential leaders need to address
- As this event gets more solidified, we want to work with the attendees national organizations to make sure they know about it and drive people to attend. We want Mary Kay Henry to attend, Janet Murguia with NCLR, etc

Is this helpful?

From: Stephanie Yazgi [REDACTED]
Date: Thursday, April 16, 2015 at 4:17 PM
To: Gabriel Schnake-Mahl <gschnakemahl@cityhall.nyc.gov>, Emma Mw <EWolfe@cityhall.nyc.gov>, "Agarwal, Nisha" <NAgarwal@cityhall.nyc.gov>, James Freedland [REDACTED] AARON PICKRELL [REDACTED] John Del Cecato <jfdc@akpdmedia.com>
Subject: Immigration Stakeholder Strategy Meeting w/ MBdB

Folks:

I have attached the vision document and suggested talk points for MBdB, tick tock and agenda for the immigration stakeholder strategy meeting we are holding this Saturday at Brooklyn Public Library from

230PM to 4PM.

It is an intimate gathering of stakeholders in immigrant rights movement, but many are from unions or community organizations who also lead the fight on worker protections, raising wages, and other issues of income inequality.

While the focus is on immigration, we believe (and it was EW suggestion) that it is a great time to discuss some of the larger scale organizing efforts. We are collaborating with trusted allies to finalize this document but wanted to send to this group for more input.

Please review and let us know if you have suggestions for any piece- ESP MBdB role, remarks, questions.

Thank you,
Stephanie

From: [John Del Cecato](#)
To: [Aaron Pickrell](#); [Stephanie Yazgi](#); [Schnake-Mahl, Gabriel](#); [Wolfe, Emma](#); [Agarwal, Nisha](#); [James Freedland](#)
Subject: Re: Immigration Stakeholder Strategy Meeting w/ MBdB
Date: Friday, April 17, 2015 9:34:40 AM

Yes indeed... Need lots of mayors to sign onto our Progressive Contract

From: Aaron PickrellEmail [REDACTED]
Date: Friday, April 17, 2015 at 7:28 AM
To: Stephanie Yazgi [REDACTED], Gabriel Schnake-Mahl
<gschnakemahl@cityhall.nyc.gov>, Emma Mw <EWolfe@cityhall.nyc.gov>, "Agarwal, Nisha"
<NAgarwal@cityhall.nyc.gov>, James Freedland [REDACTED], John Del Cecato
<jfdc@akpdmedia.com>
Subject: Re: Immigration Stakeholder Strategy Meeting w/ MBdB

JDC can chime in here if I am missing anything, but if it is possible to mark with the NYC folks that MBdB is doing some national work to elevate attention around income inequality and we want to make sure their national colleagues are aware/involved, that would be great

Few points:

- Income inequality and the efforts to address the root causes are tied into everything we do as progressives – including working on immigration reform
- In order to address these issues, we can't tweak around the edges – we need to demand big, bold change
- MBdB will be helping organize an event in DC in early May to lay out a set of progressive principles that we think leaders and potential leaders need to address
- As this event gets more solidified, we want to work with the attendees national organizations to make sure they know about it and drive people to attend. We want Mary Kay Henry to attend, Janet Murguia with NCLR, etc

Is this helpful?

From: Stephanie Yazgi [REDACTED]
Date: Thursday, April 16, 2015 at 4:17 PM
To: Gabriel Schnake-Mahl <gschnakemahl@cityhall.nyc.gov>, Emma Mw
<EWolfe@cityhall.nyc.gov>, "Agarwal, Nisha" <NAgarwal@cityhall.nyc.gov>, James Freedland
[REDACTED] AARON PICKRELL [REDACTED], John Del Cecato
<jfdc@akpdmedia.com>
Subject: Immigration Stakeholder Strategy Meeting w/ MBdB

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Please review and let us know if you have suggestions for any piece- ESP MBdB role, remarks, questions.

Thank you,
Stephanie

From: [Hayley Prim](#)
To: [Carey, Michael](#)
Cc: [John Del Cecato](#); [Walzak, Phil](#); [Leopold, Elana](#)
Subject: Re: Wisco speech
Date: Friday, April 24, 2015 6:48:49 PM

Mayor off-- We can use some of call time tomorrow.

JDC, do you know how much time he needs? I have from 11:15am- 12pm unscheduled if you think that would be enough.

On Fri, Apr 24, 2015 at 6:39 PM, Bill de Blasio [REDACTED] wrote:

I need time in the AM to make the speech better: more passionate and punchy.
Pls figure out when I can do that and if I'm working with JDC or someone else on this. Thanks

Sent via BlackBerry by AT&T

--

Hayley Prim
c: [REDACTED]

From: [John Del Cecato](#)
To: [BdB](#); [Hayley Prim](#); [Walzak, Phil](#)
Cc: [Carey, Michael](#); [Leopold, Elana](#); [Jon Fromowitz](#)
Subject: Re: Wisco speech
Date: Friday, April 24, 2015 7:31:40 PM

I'm free tomorrow AM - at least until 11am or so ET...

Adding Fromo too

On 4/24/15, 6:39 PM, "Bill de Blasio" [REDACTED] > wrote:

>

>I need time in the AM to make the speech better: more passionate and
>punchy. Pls figure out when I can do that and if I'm working with JDC or
>someone else on this. Thanks

>

>Sent via BlackBerry by AT&T

From: [John Del Cecato](#)
To: [Hayley Prim](#)
Cc: [Carey, Michael](#); [Walzak, Phil](#); [Leopold, Elana](#); [Jon Fromowitz](#)
Subject: Re: Wisco speech
Date: Saturday, April 25, 2015 6:44:50 AM

Cookie

On Apr 24, 2015, at 11:10 PM, Hayley Prim <[REDACTED]> wrote:

Del Cecato he is going to call you around 830 am central time to discuss speech

On Friday, April 24, 2015, John Del Cecato <jfdc@akpdmedia.com> wrote:

Yes - that would be great

On Apr 24, 2015, at 8:01 PM, Hayley Prim <[REDACTED]> wrote:

Ok, can try to move his 930 call. Could you work with him until 10am central time?

On Friday, April 24, 2015, John Del Cecato <jfdc@akpdmedia.com> wrote:

Yep. Family first. That's the way it is.

On Apr 24, 2015, at 7:51 PM, Carey, Michael <MPCarey@cityhall.nyc.gov> wrote:

A kids BASEBALL GAME?!

From: John Del Cecato <jfdc@akpdmedia.com>

Date: Friday, April 24, 2015 at 7:42 PM

To: Hayley Prim <[REDACTED]>

Cc: Michael Carey <mpcarey@cityhall.nyc.gov>, Phil Walzak <PWalzak@cityhall.nyc.gov>, Elana Leopold <ELeopold@cityhall.nyc.gov>, Jon Fromowitz <jfromowitz@akpdmedia.com>

Subject: Re: Wisco speech

I'm gonna be a kid's baseball game, so no for me... But I

could do earlier in the AM

From: Hayley Prim [REDACTED]
Date: Friday, April 24, 2015 at 7:39 PM
To: John Del Cecato <jfdc@akpdmedia.com>
Cc: "Carey, Michael" <MPCarey@cityhall.nyc.gov>, Phil Walzak <PWalzak@cityhall.nyc.gov>, Elana Leopold <ELEopold@cityhall.nyc.gov>, Jon Fromowitz <jfromowitz@akpdmedia.com>
Subject: Re: Wisco speech

I'm talking 1115-12pm Milwaukee time. Does that work?

On Friday, April 24, 2015, John Del Cecato <jfdc@akpdmedia.com> wrote:

That should be more than enough... That's 10:15am my time, right?

From: Hayley Prim [REDACTED]
Date: Friday, April 24, 2015 at 6:49 PM
To: "Carey, Michael" <MPCarey@cityhall.nyc.gov>
Cc: John Del Cecato <jfdc@akpdmedia.com>, Phil Walzak <PWalzak@cityhall.nyc.gov>, Elana Leopold <ELEopold@cityhall.nyc.gov>
Subject: Re: Wisco speech

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Sent via BlackBerry by AT&T

--

Hayley Prim
c: [REDACTED]

--
Hayley Prim
c: [REDACTED]

--
Hayley Prim
c: [REDACTED]

--
Hayley Prim
c: [REDACTED]

From: [John Del Cecato](#)
To: [Stephanie Yazgi](#); [Neal Kwatra](#); [Wolfe, Emma](#); [Agarwal, Nisha](#); [James Freedland](#)
Subject: Re: CITIES FOR ACTION REBRAND concepts
Date: Tuesday, April 28, 2015 1:59:50 PM

I like number 4

From: Stephanie Yazgi [REDACTED]
Date: Tuesday, April 28, 2015 at 11:07 AM
To: Neal Kwatra [REDACTED], John Del Cecato <jfdc@akpdmedia.com>, Emma Mw
<EWolfe@cityhall.nyc.gov>, "Agarwal, Nisha" <NAgarwal@cityhall.nyc.gov>, James Freedland
[REDACTED]
Subject: CITIES FOR ACTION REBRAND concepts

Guys... we want to set up a website for transportation day of action.
These are the latest concepts for Cities for Action.

Any preferences?

Nisha- can we soon move the CUIA page to under IMMIGRATION tab if we are able to get this generic website up and running and using the citiesforactoin.us?

should we wait on that and do a larger roll out?

Mine is between 3 and 4.. like the gradient, but also like the little retro icons by each issue

Thoughts?

Stephanie


From: [Agarwal, Nisha](#)
To: [Stephanie Yazgi](#)
Cc: [Neal Kwatra](#); [John Del Cecato](#); [Wolfe, Emma](#); [James Freedland](#)
Subject: Re: CITIES FOR ACTION REBRAND concepts
Date: Tuesday, April 28, 2015 9:57:36 PM

Fun! I like #3 too, though think maybe the peach box could be a gradient or something a little less blocky.

For the tabs, I like the icons and the multi-colored boxes, not the ones with just the >. Though I think the employment icon might be the logo for the United Way or something?

I think we might need to do a tiny bit of process with the immigration cities before we move to this webpage, but not much so should be able to switch over soon -- Steph let's just talk about how to intro the Cities for Action thing and away from CUIA to the cities....

Nisha Agarwal
Mayor's Office of Immigrant Affairs

On Apr 28, 2015, at 11:07 AM, Stephanie Yazgi  wrote:

Guys... we want to set up a website for transportation day of action. These are the latest concepts for Cities for Action.

Any preferences?

Nisha- can we soon move the CUIA page to under IMMIGRATION tab if we are able to get this generic website up and running and using the citiesforaction.us?

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Thoughts?

Stephanie

<CFAweb1.pdf>

<CFAweb2.pdf>

<CFAweb3.pdf>

<CFAweb4.pdf>

<CFAweb5.pdf>

From: [John Davis](#)
To: B: [REDACTED]
Cc: "ifdc@akpdmedia.com"; [REDACTED] [Leopold, Elana](#)
Subject: Re: Original Priority List
Date: Thursday, April 30, 2015 12:24:46 PM

I spoke with Sen. Baldwin's scheduler this morning. [REDACTED]

[REDACTED] Thanks, John

On Thursday, April 30, 2015 12:16 PM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

[REDACTED]

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

From: Hayley Prim
To: Bill de Blasio
Cc: John Del Cecato
Subject: Original Priority List
Sent: Apr 29, 2015 10:34 PM

[REDACTED]

First Last Signing Attending Notes Steve Adler TBD TBD
Tammy Baldwin TBD TBD
Larry Cohen YES YES
Rosa de Lauro TBD TBD
Howard Dean YES TBD [REDACTED]
Al Franken TBD TBD
Al Gore TBD NO
Raul Grijalva YES YES
Luis Gutierrez TBD TBD
Tom Harkin TBD TBD [REDACTED]
Mary Kay Henry TBD TBD
Barbara Lee TBD TBD
John Lewis TBD TBD
Jeff Merkeley TBD TBD
Toni Morrison TBD NO [REDACTED]
Janet Murguia TBD TBD
Ed Murray TBD TBD

Marc Perrone TBD TBD
Stephanie Rawlings Blake TBD TBD
Robert Reich YES NO
Lee Saunders TBD TBD
Chuck Schumer TBD TBD
Al Sharpton TBD TBD
Tom Steyer TBD TBD
Richard Trumka TBD TBD
Marty Walsh TBD TBD
Elizabeth Warren TBD NO
Randi Weingarten TBD TBD
Edelman TBD TBD

--

Hayley Prim

c:

From: B
To: [REDACTED]; Snyder, Thomas
Cc: [REDACTED]; "jfdc@akpdmedia.com"; [REDACTED]
Subject: Re: May 1 Status Update: 38 Signers, 18 attendees
Date: Sunday, May 03, 2015 2:40:44 PM

From: Hayley Prim [mailto:[REDACTED]]
Sent: Friday, May 01, 2015 04:40 PM
To: B; Snyder, Thomas
Cc: Aaron Pickrell [mailto:[REDACTED]]; John Del Cecato <jfdc@akpdmedia.com>; John Davis [mailto:[REDACTED]]
Subject: May 1 Status Update: 38 Signers, 18 attendees

Names in bold are confirmed attendees [REDACTED]

Economic Policy Institute	Senior Economist	Eileen	Appelbaum
Center for Economic and Policy Research	Co-Director	Dean	Baker
Communities for Change	Executive Director	Deepak	Bhargava
Campaign for America's Future	Co-Director	Robert	Borosage
	Actor	Steve	Buscemi
National Low Income Housing Coalition	President	Sheila	Crowley
Former Governor/Democracy for America	Founder	Howard	Dean
Connecticut	U.S. Rep, PC Member	Rosa	DeLauro
	Philanthropist/ Filmmaker	Abigail	Disney
Minnesota	U.S. Rep, PC Member	Keith	Ellison
Pennsylvania	U.S. Rep, PC Member	Chaka	Fattah
Economic Policy Institute	Founder	Jeff	Faux
Steelworkers	President	Leo	Gerard
Center for Media and Democracy	Executive Director	Lisa	Graves
Arizona	U.S. Rep, PC Member	Raul	Grijalva
United for a Fair Economy	Executive Director	Jeannette	Huezo
Texas	U.S. Rep, PC Member	Sheila	Jackson-Lee
Progressive Strategies	Director	Mike	Lux
Demos	Executive Director	Heather	McGhee
Economic Policy Institute	President	Lawrence	Mishel

	Actor	Cynthia	Nixon
Young Democrats of America	President	Atima	Omara
Fiscal Policy Institute	Deputy Director and Chief Economist	James	Parrott
University of California at Berkley	Chancellor's Professor	Robert	Reich
	Actor	Mark	Ruffalo
Columbia University	Economist/Director of Earth Institute	Jeff	Sachs
	Actress	Susan	Sarandon
AFSCME	President	Lee	Saunders
NAN	President	Al	Sharpton
Unite Here	President	D	Taylor
The Nation	Editor	Katrina	Vanden Heuvel
AFT	President	Randi	Weingarten
The Wessel Group	President	Michael	Wessel
Dayton	Mayor	Nan	Whaley
Inequality.org	Managing Editor	Marjorie	Wood
Childrens Defense Fund	President/Founder	Marian	Wright Edelman
Progress Now	Executive Director	Arshad	Hasan
CWA	President	Larry	Cohen

--

Hayley Prim

c: [REDACTED]

From: B
To: [REDACTED]
Cc: "jfdc@akpdmedia.com"; [REDACTED] Snyder, Thomas
Subject: Re: Fwd: Calls Tomorrow
Date: Monday, May 04, 2015 10:51:03 AM

Mayor Ras Baraka - Newark - LM

Mayor Jorge Elorza - Providence - can't attend may 12 [REDACTED]

From: Hayley Prim [REDACTED]
Sent: Monday, May 04, 2015 10:28 AM
To: B
Cc: jfdc@akpdmedia.com <jfdc@akpdmedia.com>; [REDACTED]; Snyder, Thomas
Subject: Re: Fwd: Calls Tomorrow

George Gresham just confirmed signing and attending this morning.

On Mon, May 4, 2015 at 10:25 AM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: Hayley Prim [REDACTED]
Sent: Sunday, May 03, 2015 02:37 PM
To: B
Subject: Fwd: Calls Tomorrow

----- Forwarded message -----

From: Hayley Prim [REDACTED]
Date: Friday, May 1, 2015
Subject: Calls Tomorrow
To: Michael Carey [REDACTED]
Cc: Elana Leopold [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

On Thu, Apr 30, 2015 at 4:41 PM, Hayley Prim [REDACTED] wrote:

[REDACTED]

On Thu, Apr 30, 2015 at 4:28 PM, Michael Carey wrote:

[REDACTED]

--

Hayley Prim

c: [REDACTED]

--

Hayley Prim

c: [REDACTED]

--

Hayley Prim

c: [REDACTED]

--

Hayley Prim

c: [REDACTED]

From: B
To: [REDACTED]
Cc: "jfdc@akpdmedia.com"; [REDACTED] Snyder, Thomas;
Subject: Re: Fwd: Calls Tomorrow
Date: Monday, May 04, 2015 12:17:42 PM

Mayor cranley - cincinnati - LM and emailed TPA

Senator merkeley - LM

John lewis - just spoke with his COS michael collins and sent him the TPA. [REDACTED]
[REDACTED]

Mayor schaefer - oakland - [REDACTED]

I sent her TPA. [REDACTED]

Congresswoman Sanchez -- [REDACTED] I emailed her info. [REDACTED]

From: Hayley Prim [REDACTED]
Sent: Monday, May 04, 2015 10:28 AM
To: B
Cc: jfdc@akpdmedia.com <jfdc@akpdmedia.com>; [REDACTED] Snyder, Thomas
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Sent: Sunday, May 03, 2015 02:37 PM
To: B
Subject: Fwd: Calls Tomorrow

----- Forwarded message -----

From: **Hayley Prim** [REDACTED]

Date: Friday, May 1, 2015

Subject: Calls Tomorrow

To: Michael Carey [REDACTED]

Cc: Elana Leopold [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

On Thu, Apr 30, 2015 at 4:28 PM, Michael Carey

wrote:

[REDACTED]

--

Hayley Prim

c: [REDACTED]

--

Hayley Prim

c: [REDACTED]

--

Hayley Prim

c: [REDACTED]

--

Hayley Prim

c: [REDACTED]

From: B
To: [REDACTED]
Cc: "jfdc@akpdmedia.com"; [REDACTED] [Snyder, Thomas](#)
Subject: Fw: John Lewis
Date: Monday, May 04, 2015 2:19:57 PM

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

From: Elana Leopold
To: Bill de Blasio
Subject: Re: John Lewis
Sent: May 4, 2015 2:11 PM

Cell [REDACTED] Home [REDACTED] Work (202) 225-3801 Car [REDACTED]

Sent from my iPhone

On May 4, 2015, at 2:10 PM, Bill de Blasio [REDACTED] wrote:

Pls get this info for me

Sent via BlackBerry by AT&T From: Janice Enright [REDACTED] Date: Mon, 4 May 2015 15:22:32 +0000 To: Bill de Blasio [REDACTED] > Subject: Fwd: John Lewis
In case you ever need it

Sent from my iPhone

Begin forwarded message:

From: Minyon Moore [REDACTED]
Date: May 4, 2015 at 8:15:46 AM PDT
To: Janice Enright [REDACTED]
Subject: FW: John

Total Control Panel Login

Remove this send list You received this message because the sender is on your allow list. <John Lewis.vcf>

From: [Snyder, Thomas](#)
To: "Hayley Prim"; B
Cc: [REDACTED]; jfdc@akpdmedia.com; [REDACTED]
Subject: RE: The Progressive Agenda
Date: Monday, May 04, 2015 2:34:58 PM

[REDACTED]

From: Hayley Prim [REDACTED]
Sent: Monday, May 04, 2015 2:34 PM
To: B
Cc: [REDACTED]; jfdc@akpdmedia.com; [REDACTED];
Snyder, Thomas
Subject: Re: The Progressive Agenda

[REDACTED]

[REDACTED]

On Mon, May 4, 2015 at 2:25 PM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: jeani murray [REDACTED]
Sent: Monday, May 04, 2015 02:24 PM
To: B
Cc: [REDACTED]; jfdc@akpdmedia.com <jfdc@akpdmedia.com>;
Snyder, Thomas
Subject: Re: The Progressive Agenda

[REDACTED]

<http://www.civilrights.org>

On Mon, May 4, 2015 at 2:18 PM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: Hayley Prim [REDACTED]
Sent: Monday, May 04, 2015 02:17 PM
To: B
Subject: The Progressive Agenda

Please join Bill de Blasio, Mayor of New York City, and declare your support for The

Progressive Agenda to Combat Income Inequality on May 12, 2015 at 3:00pm at the U.S. Capitol Building's House Triangle.

More and more progressive leaders are signing on every day. So far supporters include:

- *Eileen Appelbaum, Senior Economist, Center for Economic and Policy Research*
- *Dean Baker, Co-Director, Center for Economic and Policy Research*
- *Deepak Bhargava, Executive Director, Center for Community Change*
- *Robert Borosage, Co-Director Campaign for America's Future*
- *Steve Buscemi, Actor*
- *Larry Cohen, President, Communication Workers of America*
- *Sheila Crowley, President and CEO, National Low Income Housing Coalition*
- *Bill de Blasio, Mayor of New York City*
- *Howard Dean, Former Governor of Vermont & Founder, Democracy for America*
- *Rosa DeLauro, U.S. Representative from Connecticut*
- *Abigail E. Disney, Filmmaker*
- *Keith Ellison, U.S. Representative from Minnesota*
- *Chaka Fattah, U.S. Representative from Pennsylvania*
- *Jeff Faux, Founder, Economic Policy Institute*
- *Lily Eskelsen García, President, National Education Association*
- *Leo Gerard, President, United Steelworkers*
- *Lisa Graves, Executive Director, Center for Media and Democracy/PRWatch/ALECexposed.org*
- *George Gresham, President, 1199SEIU*
- *Raúl Grijalva, U.S. Representative from Arizona, Co-Chair Congressional Progressive Caucus*
- *Arshad Hasan, Executive Director, ProgressNow*
- *Jeannette Huevo, Executive Director, United for a Fair Economy*

- *Sheila Jackson Lee, U.S. Representative from Texas*
- *Mike Lux, Co-Founder and President, Progressive Strategies*
- *Chirlane McCray, First Lady of New York City*
- *Heather McGhee, Executive Director, DEMOS*
- *Lawrence Mishel, President, Economic Policy Institute*
- *Cynthia Nixon, Actor*
- *Atima Omara, President, Young Democrats of America*
- *James Parrott, Deputy Director and Chief Economist, Fiscal Policy Institute*
- *Robert Reich, Chancellor's Professor of Public Policy at University of California at Berkeley & Former U.S. Secretary of Labor*
- *Mark Ruffalo, Actor, Director, Producer & Activist*
- *Jeff Sachs, Economist & Director of the Earth Institute at Columbia University*
- *Bill Samuels, Chairman, EffectiveNY*
- *Susan Sarandon, Actress, Activist*
- *Lee Saunders, President, American Federation of State, County and Municipal Employees*
- *Reverend Al Sharpton, Founder and President of National Action Network*
- *D. Taylor, President, UNITE HERE!*
- *Richard L. Trumka, President, AFL-CIO*
- *Katrina vanden Heuvel, Editor, The Nation*
- *Randi Weingarten, President, American Federation of Teachers*
- *Michael Wessel, President, The Wessel Group*
- *Nan Whaley, Mayor of Dayton, Ohio*
- *Marjorie E. Wood, PhD, Senior Associate, Global Economy Project & Managing Editor, Inequality.org*
- *Marian Wright Edelman, Founder and President, Children's Defense Fund*

The group of supporters will include federal and local elected officials, labor officials, cultural leaders, and progressive activists.

The Progressive Agenda – a progressive alternative, of sorts, to the 1994 Republican Contract with America – will include specific proposals to lift the floor for working people, support working parents, and promote tax fairness – policies that **reward work rather than just wealth**.

The event stems from a summit that Mayor de Blasio convened in New York City in early April, where a group of national progressive leaders gathered to discuss ways the country could combat the crisis of our time -- **income inequality**.

The Progressive Agenda builds upon the work of dozens of economists, lawmakers, think tanks, and progressive activists. It is not meant to be seen as a comprehensive set of proposals to combat income inequality, but rather a bold collection of **core** policy proposals around which progressives can organize and mobilize.

If you cannot attend in person, we'd still urge you to **sign on to the document**.

To sign on, please email me back as soon as possible, preferably no later than Monday, May 4.

Thanks for your consideration, and feel free to contact me with any questions or concerns.

The Progressive Agenda To Combat Income Inequality

1. Lift the Floor for Working People

- Raise the federal **minimum wage**, so that it reaches \$15/hour, while indexing it to inflation.
- Reform the National Labor Relations Act, to enhance workers' **right to organize** and **rebuild the middle class**.
- Pass comprehensive **immigration reform** to grow the economy and protect against exploitation of **low-wage workers**.
- **Oppose trade deals** that hand **more power to corporations** at the expense of American jobs, workers' rights, and the environment.

2. Support Working Families

- Pass national **paid sick leave**.

- Pass national **paid family leave**.
- Make **Pre-K, after-school programs** and **childcare** universal.
- Expand the **Earned Income Tax Credit**.
- Allow students to **refinance student loan debt** to take advantage of lower interest rates.

3. Tax Fairness

- Close the **carried interest loophole**.
- End tax breaks for companies that **ship jobs overseas**.
- Implement the **"Buffett Rule"** so millionaires pay their fair share.
- Close the **CEO tax loophole** that allows corporations to take advantage of "performance pay" write-offs.

--

Hayley Prim

c: [REDACTED]

--

Hayley Prim

c: [REDACTED]

From: [REDACTED]
To: B
Cc: [REDACTED]; ifdc@akpdmedia.com; [REDACTED]; Snyder, Thomas
Subject: Re: The Progressive Agenda
Date: Monday, May 04, 2015 2:39:34 PM

On Mon, May 4, 2015 at 2:35 PM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: Hayley Prim [REDACTED]
Sent: Monday, May 04, 2015 02:34 PM
To: B
Cc: [REDACTED]; ifdc@akpdmedia.com
<ifdc@akpdmedia.com>; [REDACTED]; Snyder, Thomas
Subject: Re: The Progressive Agenda

[REDACTED]

On Mon, May 4, 2015 at 2:25 PM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: jeani murray [REDACTED]
Sent: Monday, May 04, 2015 02:24 PM
To: B
Cc: [REDACTED]; ifdc@akpdmedia.com
<ifdc@akpdmedia.com>; [REDACTED] Snyder, Thomas
Subject: Re: The Progressive Agenda

[REDACTED]

<http://www.civilrights.org>

On Mon, May 4, 2015 at 2:18 PM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: Hayley Prim [REDACTED]
Sent: Monday, May 04, 2015 02:17 PM
To: B
Subject: The Progressive Agenda

Please join Bill de Blasio, Mayor of New York City, and declare your support for The Progressive Agenda to Combat Income Inequality on May 12, 2015 at 3:00pm at the U.S. Capitol Building's House Triangle.

More and more progressive leaders are signing on every day. So far supporters include:

- *Eileen Appelbaum, Senior Economist, Center for Economic and Policy Research*
- *Dean Baker, Co-Director, Center for Economic and Policy Research*
- *Deepak Bhargava, Executive Director, Center for Community Change*
- *Robert Borosage, Co-Director Campaign for America's Future*
- *Steve Buscemi, Actor*
- *Larry Cohen, President, Communication Workers of America*
- *Sheila Crowley, President and CEO, National Low Income Housing Coalition*
- *Bill de Blasio, Mayor of New York City*
- *Howard Dean, Former Governor of Vermont & Founder, Democracy for America*
- *Rosa DeLauro, U.S. Representative from Connecticut*
- *Abigail E. Disney, Filmmaker*
- *Keith Ellison, U.S. Representative from Minnesota*
- *Chaka Fattah, U.S. Representative from Pennsylvania*
- *Jeff Faux, Founder, Economic Policy Institute*
- *Lily Eskelsen Garcia, President, National Education Association*
- *Leo Gerard, President, United Steelworkers*
- *Lisa Graves, Executive Director, Center for Media and Democracy/PRWatch/ALECexposed.org*
- *George Gresham, President, 1199SEIU*
- *Raúl Grijalva, U.S. Representative from Arizona, Co-Chair Congressional Progressive Caucus*

- *Arshad Hasan, Executive Director, ProgressNow*
- *Jeannette Huezo, Executive Director, United for a Fair Economy*
- *Sheila Jackson Lee, U.S. Representative from Texas*
- *Mike Lux, Co-Founder and President, Progressive Strategies*
- *Chirlane McCray, First Lady of New York City*
- *Heather McGhee, Executive Director, DEMOS*
- *Lawrence Mishel, President, Economic Policy Institute*
- *Cynthia Nixon, Actor*
- *Atima Omara, President, Young Democrats of America*
- *James Parrott, Deputy Director and Chief Economist, Fiscal Policy Institute*
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- *Mark Ruffalo, Actor, Director, Producer & Activist*
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- *Bill Samuels, Chairman, EffectiveNY*
- *Susan Sarandon, Actress, Activist*
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- *D. Taylor, President, UNITE HERE!*
- *Richard L. Trumka, President, AFL-CIO*
- *Katrina vanden Heuvel, Editor, The Nation*
- *Randi Weingarten, President, American Federation of Teachers*
- *Michael Wessel, President, The Wessel Group*
- *Nan Whaley, Mayor of Dayton, Ohio*
- *Marjorie E. Wood, PhD, Senior Associate, Global Economy Project & Managing Editor, Inequality.org*
- *Marian Wright Edelman, Founder and President, Children's Defense Fund*

The group of supporters will include federal and local elected officials, labor officials, cultural leaders, and progressive activists.

The Progressive Agenda – a progressive alternative, of sorts, to the 1994 Republican Contract with America – will include specific proposals to lift the floor for working people, support working parents, and promote tax fairness – policies that **reward work rather than just wealth**.

The event stems from a summit that Mayor de Blasio convened in New York City in early April, where a group of national progressive leaders gathered to discuss ways the country could combat the crisis of our time -- **income inequality**.

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To sign on, please email me back as soon as possible, preferably no later than Monday, May 4.

Thanks for your consideration, and feel free to contact me with any questions or concerns.

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1. Lift the Floor for Working People

- Raise the federal **minimum wage**, so that it reaches \$15/hour, while indexing it to inflation.
- Reform the National Labor Relations Act, to enhance workers' **right to organize** and **rebuild the middle class**.
- Pass comprehensive **immigration reform** to grow the economy and protect against exploitation of **low-wage workers**.
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2. Support Working Families

- Pass national **paid sick leave**.
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- Implement the "**Buffett Rule**" so millionaires pay their fair share.
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--
Hayley Prim
c: [REDACTED]

--
Hayley Prim
c: [REDACTED]

From: B
To: [REDACTED]
Cc: [REDACTED]; "jfdc@akpdmedia.com"; [REDACTED]
Subject: Snyder, Thomas
Date: Re: The Progressive Agenda
Monday, May 04, 2015 2:39:58 PM

From: Hayley Prim [REDACTED]
Sent: Monday, May 04, 2015 02:39 PM
To: B
Cc: [REDACTED]; jfdc@akpdmedia.com
<jfdc@akpdmedia.com>; [REDACTED]
[REDACTED]; Snyder, Thomas
Subject: Re: The Progressive Agenda

[REDACTED]

[REDACTED]

On Mon, May 4, 2015 at 2:35 PM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: Hayley Prim [REDACTED]
Sent: Monday, May 04, 2015 02:34 PM
To: B
Cc: [REDACTED]; jfdc@akpdmedia.com
<jfdc@akpdmedia.com>; [REDACTED]; Snyder, Thomas
Subject: Re: The Progressive Agenda

[REDACTED]

[REDACTED]

On Mon, May 4, 2015 at 2:25 PM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: jeani murray [REDACTED]
Sent: Monday, May 04, 2015 02:24 PM
To: B

Cc: [REDACTED] <[REDACTED]>; ifdc@akpdmedia.com
<ifdc@akpdmedia.com>; [REDACTED]
[REDACTED] <[REDACTED]>; Snyder, Thomas
Subject: Re: The Progressive Agenda

[REDACTED]
<http://www.civilrights.org>

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- *Nan Whaley, Mayor of Dayton, Ohio*

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- Close the **CEO tax loophole** that allows corporations to take advantage of "performance pay" write-offs.

--
Hayley Prim
c: [REDACTED]

--
Hayley Prim
c: [REDACTED]

--
Hayley Prim
c: [REDACTED]

From: [John Del Cecato](#)
To: [B](#)
Subject: Re: For TPA build-out
Date: Monday, May 04, 2015 4:20:12 PM

[REDACTED]

On 5/4/15, 4:15 PM, "B" <BCCD@cityhall.nyc.gov> wrote:

>
> [REDACTED]
>
>
>
>
>----- Original Message -----
>From: John Del Cecato [<mailto:jfdc@akpdmmedia.com>]
>Sent: Monday, May 04, 2015 04:14 PM
>To: B; [REDACTED]
>Subject: Re: For TPA build-out
>
> [REDACTED]
> [REDACTED]

>
>On 5/4/15, 4:11 PM, "B" <BCCD@cityhall.nyc.gov> wrote:

>
>>
>> [REDACTED]
>> [REDACTED]
>>
>>
>>-----Original Message-----
>>From: Ayanna Pressley
>>To: Bill de Blasio
>>Subject: Bill,
>>Sent: Apr 30, 2015 3:06 PM
>>
>>I trust my message finds you, your brood and your city well. I've
>>revisited our brief time spent together and our conversation many times.
>>Our dialogue was the affirmation and inspiration I needed, especially
>>during this time of great challenge and unrest in our country on so many
>>fronts. I am grateful for your leadership, and look forward to our
>>connection deepening and our friendship growing. Our values align and our
>>personal synergy is unquestionable. We are already partners in the
>>abstract. I hope we'll be able to find something to intentionally partner
>>on in the future. In addition to saying hello, I also wanted to make you
>>aware of my long personal and professional relationship with Erika Soto
>>Lamb. If there is any insight I can offer, please do not hesitate to
>>contact me directly or to have someone from your team do so. I am
>>admittedly biased, I think she is an extraordinary woman and talent, but
>>I'll do my best to be objective. All the Best, Ayanna [REDACTED] cell
>

From: [John Del Cecato](#)
To: B: [REDACTED]
Cc: [REDACTED]; [Snyder, Thomas](#); [REDACTED]
Subject: Re: Calls Tomorrow
Date: Monday, May 04, 2015 5:33:08 PM

[REDACTED]

From: Bill de Blasio <BCCD@cityhall.nyc.gov>
Date: Monday, May 4, 2015 at 5:22 PM
To: Hayley Prim [REDACTED]
Cc: John Del Cecato <jfdc@akpdmedia.com>, John Davis [REDACTED], Aaron PickrellEmail <[REDACTED]>, "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>, "[REDACTED]"
Subject: Re: Fwd: Calls Tomorrow

I've spoken to the heads of the House Progressive Caucus and the House Hispanic Caucus. [REDACTED]
[REDACTED]
[REDACTED]

From: Hayley Prim [REDACTED]
Sent: Monday, May 04, 2015 10:28 AM
To: B
Cc: jfdc@akpdmedia.com <jfdc@akpdmedia.com>; [REDACTED]; [REDACTED]; Snyder, Thomas
Subject: Re: Fwd: Calls Tomorrow

George Gresham just confirmed signing and attending this morning.

On Mon, May 4, 2015 at 10:25 AM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: Hayley Prim [REDACTED]
Sent: Sunday, May 03, 2015 02:37 PM
To: B
Subject: Fwd: Calls Tomorrow

----- Forwarded message -----

From: **Hayley Prim** <[REDACTED]>

Date: Friday, May 1, 2015

Subject: Calls Tomorrow

To: Michael Carey [REDACTED]

Cc: Elana Leopold [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

On Thu, Apr 30, 2015 at 4:41 PM, Hayley Prim [REDACTED] wrote:

[REDACTED]

On Thu, Apr 30, 2015 at 4:28 PM, Michael Carey [REDACTED] wrote:

[REDACTED]

--

Hayley Prim

[REDACTED]

--

Hayley Prim

c: [REDACTED]

--

Hayley Prim

c: [REDACTED]

--

Hayley Prim

c: [REDACTED]

From: [John Del Cecato](#)
To: [Hayley Prim](#)
Cc: B: [REDACTED]; [Snyder, Thomas](#); [REDACTED]
Subject: Re: Calls Tomorrow
Date: Monday, May 04, 2015 6:50:03 PM

[REDACTED]

On May 4, 2015, at 6:50 PM, Hayley Prim [REDACTED] > wrote:

[REDACTED]

On Monday, May 4, 2015, B <BCCD@cityhall.nyc.gov> wrote:

Congresswoman Yvette Clarke confirmed to me her sign-on and her attendance on may 12

From: Hayley Prim [REDACTED]
Sent: Monday, May 04, 2015 05:27 PM
To: B
Cc: jfdc@akpdmedia.com <jfdc@akpdmedia.com>; [REDACTED]
[REDACTED]
Snyder, Thomas; [REDACTED]
Subject: Re: Fwd: Calls Tomorrow

[REDACTED]

On Mon, May 4, 2015 at 5:22 PM, B <BCCD@cityhall.nyc.gov> wrote:

I've spoken to the heads of the House Progressive Caucus and the House Hispanic Caucus. [REDACTED]
[REDACTED]

From: Hayley Prim [REDACTED]
Sent: Monday, May 04, 2015 10:28 AM
To: B
Cc: jfdc@akpdmedia.com <jfdc@akpdmedia.com>; [REDACTED]
[REDACTED]
Snyder, Thomas
Subject: Re: Fwd: Calls Tomorrow

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[REDACTED]

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Sent: Sunday, May 03, 2015 02:37 PM
To: B
Subject: Fwd: Calls Tomorrow

----- Forwarded message -----

From: Hayley Prim [REDACTED]
Date: Friday, May 1, 2015
Subject: Calls Tomorrow
To: Michael Carey [REDACTED]
Cc: Elana Leopold [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

--

Hayley Prim

c: [REDACTED]

--

Hayley Prim

c: [REDACTED]

--

Hayley Prim

c: [REDACTED]

--
Hayley Prim
c: [REDACTED]

--
Hayley Prim
c: [REDACTED]

--
Hayley Prim
c: [REDACTED]

From: [John Del Cecato](#)
To: [B](#)
Subject: Re: May 4 Update: 48 Signers, 24 Attendees
Date: Tuesday, May 05, 2015 7:00:58 AM

From: Bill de Blasio <BCCD@cityhall.nyc.gov>
Date: Tuesday, May 5, 2015 at 12:36 AM
To: John Del Cecato <jfdc@akpdmedia.com>
Subject: Re: May 4 Update: 48 Signers, 24 Attendees

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Monday, May 04, 2015 09:31 PM
To: Hayley Prim <[REDACTED]>
Cc: B; Snyder, Thomas; Aaron Pickrell [REDACTED]; John Davis [REDACTED]; jeani murray [REDACTED]
Subject: Re: May 4 Update: 48 Signers, 24 Attendees

On May 4, 2015, at 9:30 PM, Hayley Prim [REDACTED] wrote:

Names in Bold are attending.

[REDACTED]

[REDACTED]

[REDACTED]

Campaign for America's Future	Co-Director	Robert	Borosage
	Deputy Director and		

Fiscal Policy Institute	Chief Economist	James	Parrott
The Wessel Group	President	Michael	Wessel
Economic Policy Institute	Senior Economist	Eileen	Appelbaum
Center for Economic and Policy Research	Co-Director	Dean	Baker
	Actor	Steve	Buscemi
Philanthropist/ Fimmaker		Abigail	Disney
Economic Policy Institute	Founder	Jeff	Faux
	Actress	Cynthia	Nixon
University of California at Berkley	Chancellor's Professor	Robert	Reich
	Actor	Mark	Ruffalo
Columbia University	Economist/Director of Earth Institute	Jeff	Sachs
EffectiveNY	Chairman	Bill	Samuels
Actress		Susan	Sarandon
Unite Here	President	D	Taylor
Childrens Defense Fund	President/Founder	Marian	Wright Edelman
United for a Fair Economy	Executive Director	Jeannette	Huezo
Center for Media and Democracy	Executive Director	Lisa	Graves
Inequality.org	Managing Editor	Marjorie	Wood
Dream Corps Unlimited		Van	Jones
Economic Policy Institute	President	Lawrence	Mishel
New Jersey	U.S. Rep, PC Member	Bonnie	Watson Coleman
AFL-CIO	President	Richard	Trumka
The Nation	Editor	Katrina	Vanden Heuvel
Communities for Change	Executive Director	Deepak	Bhargava
New York	U.S. Rep, PC Member	Yvette	Clarke
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Connecticut	U.S. Rep, PC Member	Rosa	DeLauro

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Pennsylvania	U.S. Rep, PC Member	Chaka	Fattah
Steelworkers	President	Leo	Gerard
SEIU 1199	President	George	Gresham
Arizona	U.S. Rep, PC Member	Raul	Grijalva
Texas	U.S. Rep, PC Member	Sheila	Jackson-Lee
Progressive Strategies	Director	Mike	Lux
Demos	Executive Director	Heather	McGhee
Massachusetts	U.S. Rep, PC Member	James	McGovern
New York	U.S. Rep, PC Member	Jerry	Nadler
Young Democrats of America	President	Atima	Omara
AFSCME	President	Lee	Saunders
NAN	President	Al	Sharpton
NEA	Executive Director	John	Stocks
AFT	President	Randi	Weingarten
Dayton	Mayor	Nan	Whaley
	Author	Linda	Tirado
Progress Now	Executive Director	Arshad	Hasan
CWA	President	Larry	Cohen

--
Hayley Prim
c: [REDACTED]

From: [Hayley Prim](#)
To: [B](#)
Cc: [Snyder, Thomas](#); [REDACTED]; jfdc@akpdmedia.com; [REDACTED]
Subject: Re: May 4 Update: 48 Signers, 24 Attendees
Date: Tuesday, May 05, 2015 7:32:04 AM

[REDACTED]

[REDACTED]

On Tue, May 5, 2015 at 12:35 AM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

[REDACTED]

From: Hayley Prim [REDACTED]
Sent: Monday, May 04, 2015 09:29 PM
To: B; Snyder, Thomas
Cc: Aaron Pickrell [REDACTED]; John Del Cecato <jfdc@akpdmedia.com>; John Davis [REDACTED] jeani murray [REDACTED]
Subject: May 4 Update: 48 Signers, 24 Attendees

Names in Bold are attending.

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[REDACTED]

[REDACTED]

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	Actor	Steve	Buscemi
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NAN	President	Al	Sharpton
NEA	Executive Director	John	Stocks
AFT	President	Randi	Weingarten
Dayton	Mayor	Nan	Whaley
	Author	Linda	Tirado
Progress Now	Executive Director	Arshad	Hasan
CWA	President	Larry	Cohen

--
 Hayley Prim
 c: [REDACTED]

--
 Hayley Prim
 c: [REDACTED]

From: [Snyder, Thomas](#)
To: ["John Del Cecato"](#)
Subject: RE: Game Plan Today
Date: Tuesday, May 05, 2015 11:44:45 AM

[REDACTED]

From: John Del Cecato [mailto:jfdc@akpdmedia.com]
Sent: Tuesday, May 05, 2015 10:49 AM
To: John Davis; Hayley Prim
Cc: jeani murray; Aaron Pickrell; Snyder, Thomas
Subject: Re: Game Plan Today

[REDACTED]

From: John Davis <[REDACTED]>
Reply-To: John Davis [REDACTED]
Date: Tuesday, May 5, 2015 at 10:34 AM
To: Hayley Prim [REDACTED]
Cc: John Del Cecato <jfdc@akpdmedia.com>, jeani murray [REDACTED], Aaron PickrellEmail [REDACTED], "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>
Subject: Re: Game Plan Today

[REDACTED]

Spoke with Merkley's scheduler. [REDACTED]

[REDACTED]

On Tuesday, May 5, 2015 10:27 AM, Hayley Prim [REDACTED] wrote:

[REDACTED]

On Tue, May 5, 2015 at 10:23 AM, John Davis <[REDACTED]> wrote:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Tammy Baldwin-- Davis **Her Chief of Staff and I just spoke.** [REDACTED]

[REDACTED]

On Tuesday, May 5, 2015 10:04 AM, Hayley Prim <[REDACTED]> wrote:

[REDACTED]

--
Hayley Prim
c: [REDACTED]

--
Hayley Prim
c: [REDACTED]

From: [Snyder, Thomas](#)
To: ["Hayley Prim"](#); [John Del Cecato](#); [jeani murray](#); [John Davis](#); [Aaron Pickrell](#)
Subject: RE: Game Plan Today
Date: Tuesday, May 05, 2015 10:20:55 AM

Durazo locked in for signature and attendance. Saenz got the document last night [REDACTED]

[REDACTED] he CANNOT be in DC on 12th. [REDACTED]

From: Hayley Prim [REDACTED]
Sent: Tuesday, May 05, 2015 10:04 AM
To: John Del Cecato; jeani murray; John Davis; Aaron Pickrell; Snyder, Thomas
Subject: Game Plan Today

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

--

Hayley Prim
c: [REDACTED]

From: [Hayley Prim](#)
To: [B](#)
Cc: jfdc@akpdmedia.com [REDACTED]; [Snyder, Thomas](#)
Subject: Re: <no subject>
Date: Tuesday, May 05, 2015 1:08:10 PM

[REDACTED]

On Tue, May 5, 2015 at 12:45 PM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: John Del Cecato [mailto:jfdc@akpdmedia.com]
Sent: Tuesday, May 05, 2015 12:38 PM
To: B; [REDACTED]
[REDACTED]; Snyder, Thomas
Subject: Re: <no subject>

[REDACTED]

From: Bill de Blasio <BCCD@cityhall.nyc.gov>
Date: Tuesday, May 5, 2015 at 12:24 PM
To: John Del Cecato <jfdc@akpdmedia.com>, Aaron PickrellEmail [REDACTED],
John Davis <[REDACTED]>, Hayley Prim <[REDACTED]>,
"[REDACTED]", "Snyder, Thomas"
<TSnyder@cityhall.nyc.gov>
Subject: Re: <no subject>

[REDACTED]

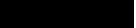
From: John Del Cecato [mailto:jfdc@akpdmedia.com]
Sent: Tuesday, May 05, 2015 12:02 PM
To: B
Subject: <no subject>

Senator Merkley is in - signing & attending !

--

Hayley Prim

c: (



From: [Snyder, Thomas](#)
To: ["Hayley Prim"](#); [John Del Cecato](#); [jeani murray](#); [Aaron Pickrell](#); [John Davis](#)
Subject: RE: emails needed
Date: Tuesday, May 05, 2015 6:34:09 PM

D Taylor: dtaylor@unitehere.org
Lee Saunders: lsaunders@afscme.org
Larry Cohen: lcohen@cwa-union.org

From: Hayley Prim [REDACTED]
Sent: Tuesday, May 05, 2015 5:39 PM
To: John Del Cecato; jeani murray; Aaron Pickrell; John Davis; Snyder, Thomas
Subject: emails needed

These are the folks who I couldn't find emails for in my email

[REDACTED]

[REDACTED]

[REDACTED]

Thanks!

Robert
Borosage
Raven
Brooks
D
Taylor
Lisa
Graves
Lawrence
Mishel
Bonnie
Watson Coleman
Leo
Gerard
Lee
Saunders
Nan
Whaley
Linda
Tirado
Arshad
Hasan

Larry
Cohen
Al Gore

--

Hayley Prim

c:



From: [Snyder, Thomas](#)
To: ["John Del Cecato"](#); [Hayley Prim](#)
Cc: [John Davis](#); [jeani murray](#); [Aaron Pickrell](#)
Subject: RE: Game Plan Today
Date: Tuesday, May 05, 2015 6:42:39 PM

[REDACTED]

From: John Del Cecato [mailto:jfdc@akpdmedia.com]
Sent: Tuesday, May 05, 2015 6:37 PM
To: Hayley Prim
Cc: John Davis; jeani murray; Aaron Pickrell; Snyder, Thomas
Subject: Re: Game Plan Today

[REDACTED]

On May 5, 2015, at 6:08 PM, Hayley Prim <[REDACTED]> wrote:

Janet Murguia just confirmed she is signing on and will stop by but maybe not be able to stay for the whole event

On Tue, May 5, 2015 at 11:47 AM, John Del Cecato <jfdc@akpdmedia.com> wrote:

[REDACTED]

From: John Davis [REDACTED]
Reply-To: John Davis [REDACTED]
Date: Tuesday, May 5, 2015 at 10:23 AM
To: Hayley Prim [REDACTED], John Del Cecato <jfdc@akpdmedia.com>, jeani murray [REDACTED], Aaron Pickrell [REDACTED], "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>
Subject: Re: Game Plan Today

[REDACTED]

[REDACTED]

Brad Bauman (former CPC ED) and I did a call this morning. [REDACTED]

[REDACTED]

[REDACTED]

Tammy Baldwin-- Davis **Her Chief of Staff and I just spoke.** [REDACTED]

[REDACTED]

On Tuesday, May 5, 2015 10:04 AM, Hayley Prim [REDACTED] wrote:

[REDACTED]

--
Hayley Prim
c: [REDACTED]

--
Hayley Prim
c: [REDACTED]

From: [John Del Cecato](#)
To: [B; Hagelgans, Andrea; Walzak, Phil](#)
Cc: [REDACTED]
Subject: Re: Good stuff
Date: Wednesday, May 06, 2015 7:03:33 AM

[REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

From: Bill de Blasio <BCCD@cityhall.nyc.gov>
Date: Wednesday, May 6, 2015 at 6:56 AM
To: John Del Cecato <jfdc@akpdmedia.com>, "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov>, "Walzak, Phil" <PWalzak@cityhall.nyc.gov>
Cc: Rebecca Katz [REDACTED]
Subject: Re: Good stuff

[REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Wednesday, May 06, 2015 06:46 AM
To: B; Hagelgans, Andrea; Walzak, Phil
Subject: Good stuff

HEADLINE:

DEMS PLAN 6 DEBATES BEGINNING IN
FALL –DE BLASIO TO UNVEIL LEFT’S
‘Contract with America’ -- ANDREA MITCHELL
hits Hillary trail, becomes Sam Donaldson of
rope lines -- B'DAY: David Rogers

IN BODY OF PLAYBOOK:

SIREN! FIRST LOOK – De Blasio to unveil a progressive version of the “Contract with America”: “On Tuesday, May 12, New York Mayor Bill de Blasio will convene progressive leaders from across the country at the U.S. Capitol’s ... House Triangle in support of The Progressive Agenda to Combat Income Inequality. The Progressive Agenda ... builds upon the work of dozens of economists, lawmakers, and ... activists.”

--**BACKSTORY:** De Blasio convened a group of a dozen national progressives at Gracie Mansion on April 2, and they discussed ideas for addressing income inequality. Then the conversation extended to others -- economists, electeds, activists.

More than 60 big names have signed on, including Sen. Jeff Merkley (D-Ore.); Reps. Keith Ellison (D-Minn.), Raúl Grijalva (D-Ariz.), and Rosa DeLauro (D-Conn.); Marian Wright Edelman and Howard Dean; national labor leaders; and actors Susan Sarandon and Steve Buscemi.

--**Rolling Stone’s May 21 issue has a 7½ page spread, “The Mayor’s Crusade: Bill de Blasio is trying to remake America’s**

biggest city – and he doesn't plan to stop there," by Mark

Binelli: "de Blasio convened a closed-door meeting of national thought leaders and elected officials ... to begin work on a new version of the 'Contract With America,' only this one would be a product of the left, focusing on economic policies ... Looking to rejuvenate the Democratic Party, he'd turned not to Bill Clinton, whose strategy of triangulation the mayor openly repudiates, but Newt Gingrich." Not online yet

--**The Mayor** will be on "Morning Joe" today at 7:20 a.m.

From: [Hagelgans, Andrea](#)
To: [B: "jfdc@akpdmedia.com"; Walzak, Phil](#)
Cc: [REDACTED]
Subject: Re: Good stuff
Date: Wednesday, May 06, 2015 7:45:32 AM

[REDACTED]

From: B
Sent: Wednesday, May 06, 2015 06:56 AM
To: 'jfdc@akpdmedia.com' <jfdc@akpdmedia.com>; Hagelgans, Andrea; Walzak, Phil
Cc: [REDACTED]
Subject: Re: Good stuff

[REDACTED]

From: John Del Cecato [mailto:jfdc@akpdmedia.com]
Sent: Wednesday, May 06, 2015 06:46 AM
To: B; Hagelgans, Andrea; Walzak, Phil
Subject: Good stuff

HEADLINE:

DEMS PLAN 6 DEBATES BEGINNING IN
FALL –DE BLASIO TO UNVEIL LEFT’S
'Contract with America' -- ANDREA MITCHELL
hits Hillary trail, becomes Sam Donaldson of
rope lines -- B'DAY: David Rogers

IN BODY OF PLAYBOOK:

**SIREN! FIRST LOOK – De
Blasio to unveil a progressive
version of the “Contract with
America”:** “On Tuesday, May 12,
New York Mayor Bill de Blasio will
convene progressive leaders from

across the country at the U.S. Capitol's ... House Triangle in support of The Progressive Agenda to Combat Income Inequality. The Progressive Agenda ... builds upon the work of dozens of economists, lawmakers, and ... activists."

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More than 60 big names have signed on, including Sen. Jeff Merkley (D-Ore.); Reps. Keith Ellison (D-Minn.), Raúl Grijalva (D-Ariz.), and Rosa DeLauro (D-Conn.); Marian Wright Edelman and Howard Dean; national labor leaders; and actors Susan Sarandon and Steve Buscemi.

--**Rolling Stone's May 21 issue has a 7½ page spread, "The Mayor's Crusade: Bill de Blasio is trying to remake America's biggest city – and he doesn't plan to stop there," by Mark Binelli:** "de Blasio convened a closed-door meeting of national thought leaders and elected officials ... to begin work on a new version of the 'Contract With America,' only this one would be a product of the left, focusing on economic policies ...

Looking to rejuvenate the Democratic Party, he'd turned not to Bill Clinton, whose strategy of triangulation the mayor openly repudiates, but Newt Gingrich." Not online yet

--**The Mayor** will be on "Morning Joe" today at 7:20 a.m.

From: [John Del Cecato](#)
To: [Hayley Prim](#); [Gann, Georgia](#)
Cc: [Garcia Luna, Erick](#)
Subject: Re:
Date: Tuesday, May 05, 2015 3:10:07 PM

Hey Erick. Nice to e-meet you. Happy to chat on email or phone - numbers below. Thanks!

John F. Del Cecato
Partner/Creative Director
AKPD Message and Media
915 Broadway, Suite 1301
New York, NY 10010
212-529-5775 (office)
212-529-0545 (fax)
917 685 4819 (mobile)

From: Hayley Prim <hprim@hilltoppublicsolutions.com>
Date: Tuesday, May 5, 2015 at 2:59 PM
To: "Gann, Georgia" <GGann@cityhall.nyc.gov>
Cc: "Garcia Luna, Erick" <[REDACTED]>, John Del Cecato
<jfdc@akpdmedia.com>
Subject: Re: RE:

Hi Erick,

I think it would actually be best for you to connect directly with John del Cecato, who is working on The Progressive Agenda with me and is copied here. He can speak more in detail on the trade piece.

Let me know if I can be helpful moving forward. Thanks!

On Tue, May 5, 2015 at 1:09 PM, Gann, Georgia <GGann@cityhall.nyc.gov> wrote:

Erick,

Connecting you here with Haley on the team. She will be able to go into more depth on the trade piece.

Georgia B. Gann
Senior Legislative Advisor
Transportation and Infrastructure Specialist
New York City Office of Federal Affairs
1301 Pennsylvania Ave NW, Suite 350
Tel. [\(202\) 624-5912](tel:(202)624-5912)

Cell. [\(347\) 497-1740](tel:3474971740)
ggann@cityhall.nyc.gov

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

From: Garcia Luna, Erick [REDACTED]
Sent: Tuesday, May 05, 2015 11:46 AM
To: Gann, Georgia; Yazgi, Stephanie
Subject: RE: RE:

Just got to my desk, call my cell phone when you have a minute.

Thank you!

Erick Garcia Luna
Senior Policy Aide - Economic Development

City of Minneapolis - Office of Mayor Betsy Hodges
350 S. Fifth St. - Suite 331
Minneapolis, MN 55415

Office: [612-673-2465](tel:6126732465)
Cell: [612-352-7858](tel:6123527858)
erick.garcia.luna@minneapolismn.gov

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

From: Gann, Georgia [mailto:GGann@cityhall.nyc.gov]
Sent: Tuesday, May 05, 2015 10:28 AM
To: Yazgi, Stephanie; Garcia Luna, Erick
Subject: RE: RE:

Erick - yes, I was thinking EST, too. Let me know if you want to connect in a couple, or if a later time works better for you.

I'm at my desk: [\(202\) 624-5912](tel:2026245912)

Let's you and I connect and I can loop steph in later!

Georgia B. Gann
Senior Legislative Advisor

Transportation and Infrastructure Specialist New York City Office of Federal Affairs
1301 Pennsylvania Ave NW, Suite 350
Tel. [\(202\) 624-5912](tel:(202)624-5912)
Cell. [\(347\) 497-1740](tel:(347)497-1740)
ggann@cityhall.nyc.gov

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

From: Yazgi, Stephanie
Sent: Tuesday, May 05, 2015 11:06 AM
To: Garcia Luna, Erick; Gann, Georgia
Subject: RE:

Was thinking EST.
Sorry...

From: Garcia Luna, Erick [Erick.Garcia.Luna@Minneapolismn.gov]
Sent: Tuesday, May 05, 2015 11:06 AM
To: Gann, Georgia
Cc: Yazgi, Stephanie
Subject: Re: RE:

Is that CST?

Sent from my iPhone

> On May 5, 2015, at 10:01 AM, Gann, Georgia <GGann@cityhall.nyc.gov> wrote:

>

> I'm hopping on a call at 11 but one of us can connect after! Does 11:30 work for you? What's the best number?

>

> Georgia B. Gann

> Senior Legislative Advisor

> Transportation and Infrastructure Specialist New York City Office of

> Federal Affairs

> 1301 Pennsylvania Ave NW, Suite 350

> Tel. [\(202\) 624-5912](tel:(202)624-5912)

> Cell. [\(347\) 497-1740](tel:(347)497-1740)

> ggann@cityhall.nyc.gov

>

>

> -----Original Message-----

> From: Garcia Luna, Erick [mailto:Erick.Garcia.Luna@Minneapolismn.gov]

> Sent: Tuesday, May 05, 2015 10:28 AM

> To: Gann, Georgia

> Subject:
>
> Can we talk about the progressive agenda in a few minutes?
>
> Sent from my iPhone

--

Hayley Prim

Hilltop Public Solutions

(631) 902-5150

From: [Leopold, Elana](#)
To: [Hayley Prim](#)
Cc: [B; ifdc@akpdmedia.com](mailto:ifdc@akpdmedia.com)
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM
Date: Wednesday, May 06, 2015 12:12:57 PM

Mayor lvm for Malloy and Sherrod Brown

Sent from my iPhone

On May 6, 2015, at 12:11 PM, Hayley Prim [REDACTED] wrote:

[REDACTED]

On Wed, May 6, 2015 at 12:08 PM, B <BCCD@cityhall.nyc.gov> wrote:

Governor Dayton signs on! [REDACTED]
[REDACTED]
[REDACTED]

From: Hayley Prim [REDACTED]
Sent: Wednesday, May 06, 2015 10:52 AM
To: B
Cc: Elana Leopold [REDACTED]
Subject: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

--
Hayley Prim
c: [REDACTED]

--
Hayley Prim
c: [REDACTED]

From: B
To: "jfdc@akpdmedia.com"; [REDACTED]
Cc: [REDACTED]
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM
Date: Wednesday, May 06, 2015 12:18:16 PM

[REDACTED]

From: John Del Cecato [mailto:jfdc@akpdmedia.com]
Sent: Wednesday, May 06, 2015 12:18 PM
To: B; [REDACTED]
Cc: [REDACTED]
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

From: Bill de Blasio <BCCD@cityhall.nyc.gov>
Date: Wednesday, May 6, 2015 at 12:08 PM
To: Hayley Prim [REDACTED]
Cc: Elana Leopold [REDACTED], John Del Cecato <jfdc@akpdmedia.com>
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

Governor Dayton signs on! [REDACTED]
[REDACTED]
[REDACTED]

From: Hayley Prim [REDACTED]
Sent: Wednesday, May 06, 2015 10:52 AM
To: B
Cc: Elana Leopold [REDACTED]
Subject: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

--

Hayley Prim

c: [REDACTED]

From: [John Del Cecato](#)
To: [B: Snyder, Thomas](#); [REDACTED]
Cc: [REDACTED]; [REDACTED]; [REDACTED]; [Leopold, Elana](#)
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM
Date: Wednesday, May 06, 2015 12:54:39 PM

[REDACTED]

From: Bill de Blasio <BCCD@cityhall.nyc.gov>

Date: Wednesday, May 6, 2015 at 12:53 PM

To: "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>, [REDACTED]
[REDACTED]

Cc: Aaron PickrellEmail [REDACTED], John Davis [REDACTED] John Del Cecato <jfdc@akpdmmedia.com>, Hayley Prim [REDACTED] "Leopold, Elana" <LEopold@cityhall.nyc.gov>

Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

[REDACTED]

From: Snyder, Thomas

Sent: Wednesday, May 06, 2015 12:42 PM

To: [REDACTED]

Cc: B; [REDACTED]
[REDACTED]

Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

Sent from my iPhone

On May 6, 2015, at 12:41 PM, jeani murray [REDACTED] > wrote:

[REDACTED]

On Wednesday, May 6, 2015, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: jeani murray [REDACTED]

Sent: Wednesday, May 06, 2015 12:39 PM

To: B

Cc: [REDACTED]

[REDACTED]; Snyder, Thomas

Subject: Re: Fw: TPA Calls Scheduled for today starting at 12:00PM

Wade Henderson, President and CEO of the Leadership Council on Civil and Human Rights
- in and attending.

[REDACTED]

On Wednesday, May 6, 2015, B <BCCD@cityhall.nyc.gov> wrote:

Fyi

From: B

Sent: Wednesday, May 06, 2015 12:08 PM

To: [REDACTED]

Cc: [REDACTED]; 'jfdc@akpdmedia.com'
<jfdc@akpdmedia.com>

Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

Governor Dayton signs on! [REDACTED]

[REDACTED]
[REDACTED]

From: Hayley Prim [REDACTED]

Sent: Wednesday, May 06, 2015 10:52 AM

To: B

Cc: Elana Leopold [REDACTED]

Subject: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

From: [Leopold, Elana](#)
To: [REDACTED]
Cc: [John Del Cecato](#)
Subject: Butterfield
Date: Wednesday, May 06, 2015 1:30:29 PM

Was not free

Need to reschedule

Sent from my iPhone

From: B
To: Snyder, Thomas; [REDACTED]
Cc: [REDACTED] "ifdc@akpdmedia.com"; [REDACTED]
[Leopold, Elana](#)
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM
Date: Wednesday, May 06, 2015 12:53:05 PM

[REDACTED]
[REDACTED]

From: Snyder, Thomas
Sent: Wednesday, May 06, 2015 12:42 PM
To: [REDACTED]
Cc: B; [REDACTED]
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

Sent from my iPhone

On May 6, 2015, at 12:41 PM, jeani murray [REDACTED] <[REDACTED]> wrote:

[REDACTED]

On Wednesday, May 6, 2015, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: jeani murray [mailto:[REDACTED]]
Sent: Wednesday, May 06, 2015 12:39 PM
To: B
Cc: [REDACTED]
[REDACTED] Snyder, Thomas
Subject: Re: Fw: TPA Calls Scheduled for today starting at 12:00PM

Wade Henderson, President and CEO of the Leadership Council on Civil and Human Rights - in and attending.

[REDACTED]

On Wednesday, May 6, 2015, B <BCCD@cityhall.nyc.gov> wrote:

Fyi

From: B
Sent: Wednesday, May 06, 2015 12:08 PM
To: [REDACTED]
Cc: [REDACTED] 'jfdc@akpdmedia.com'
<jfdc@akpdmedia.com>
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

Governor Dayton signs on! [REDACTED]
[REDACTED]
[REDACTED]

From: Hayley Prim [mailto:[REDACTED]]
Sent: Wednesday, May 06, 2015 10:52 AM
To: B
Cc: Elana Leopold <[REDACTED]>
Subject: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

--
Hayley Prim
c: [REDACTED]

From: [Yazgi, Stephanie](#)
To: [Leopold, Elana](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#); [REDACTED]
Cc: [Schwartz, Regina](#)
Subject: RE: Mayor's for TPA
Date: Wednesday, May 06, 2015 3:11:21 PM
Attachments: [MAYORS OUTREACH tpa 5.6.xlsx](#)

[REDACTED]

[REDACTED]

From: Leopold, Elana
Sent: Wednesday, May 06, 2015 2:37 PM
To: John Del Cecato (jfdc@akpdmedia.com); [REDACTED]
Cc: Yazgi, Stephanie; Schwartz, Regina
Subject: Mayor's for TPA

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

	ASKED	SIGN ON YET	NOTES
Mayor Murray	YES	NO	
Mayor Hales	NO	NO	
Mayor Lee	YES	NO	
Mayor Garcetti	NO	NO	
Mayor Adler	YES	NO	
Mayor Hodges	YES	NO	
Mayor Barrett	YES	NO	
Mayor Peduto	YES	NO	
Mayor Cranley	YES	NO	
Mayor Reed	NO	NO	
Mayor Brown	NO	NO	
Mayor Benjamin	NO	NO	
Mayor Bowser	YES	NO	
Mayor Nutter	NO	NO	
Mayor Baraka	YES	YES	
Mayor Walsh	NO	NO	
Mayor Elorza	YES	NO	
Mayor Harp	NO	NO	
Mayor Segarra	YES	NO	
Mayor Brannan	NO	NO	
Upstate Mayors (Sheehan, Miner, Warren, Brown)	NO	NO	
Mayor Whaley	YES	YES	
Mayor Becker	YES	NO	
Mayor Rawlings Blake	YES	NO	
Mayor Stanton	YES	NO	

From: [John Del Cecato](#)
To: B; [REDACTED]; [Snyder, Thomas](#); [REDACTED]
Cc: [REDACTED] [Leopold, Elana](#)
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM
Date: Wednesday, May 06, 2015 4:11:40 PM

[REDACTED]

From: Bill de Blasio <BCCD@cityhall.nyc.gov>
Date: Wednesday, May 6, 2015 at 4:06 PM
To: John Davis <[REDACTED]>, John Del Cecato <jfdc@akpdmedia.com>, "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>, "[REDACTED]" <[REDACTED]>
Cc: Aaron PickrellEmail [REDACTED], Hayley Prim [REDACTED], "Leopold, Elana" <ELeopold@cityhall.nyc.gov>
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

Just spoke with Tom Harkin. He confirms that he can't make may 12 but we can add his name to our list

From: John Davis [REDACTED]
Sent: Wednesday, May 06, 2015 01:50 PM
To: John Del Cecato <jfdc@akpdmedia.com>; B; Snyder, Thomas; [REDACTED]
Cc: [REDACTED] Leopold, Elana
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

On Wednesday, May 6, 2015 1:49 PM, John Del Cecato <jfdc@akpdmedia.com> wrote:

[REDACTED]

From: Bill de Blasio <BCCD@cityhall.nyc.gov>
Date: Wednesday, May 6, 2015 at 12:53 PM
To: "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>, "[REDACTED]" <[REDACTED]>
Cc: Aaron PickrellEmail <[REDACTED]>, John Davis [REDACTED], John Del Cecato <jfdc@akpdmedia.com>, Hayley Prim <[REDACTED]>, "Leopold, Elana" <ELeopold@cityhall.nyc.gov>
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

From: Snyder, Thomas
Sent: Wednesday, May 06, 2015 12:42 PM
To: <[REDACTED]>
Cc: B; [REDACTED]
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

Sent from my iPhone

On May 6, 2015, at 12:41 PM, jeani murray [REDACTED] wrote:

[REDACTED]

On Wednesday, May 6, 2015, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: jeani murray [REDACTED]
Sent: Wednesday, May 06, 2015 12:39 PM
To: B
Cc: [REDACTED]
[REDACTED] Snyder, Thomas
Subject: Re: Fw: TPA Calls Scheduled for today starting at 12:00PM

Wade Henderson, President and CEO of the Leadership Council on Civil and Human Rights - in and attending.

[REDACTED]

On Wednesday, May 6, 2015, B <BCCD@cityhall.nyc.gov> wrote:

Fyi

From: B
Sent: Wednesday, May 06, 2015 12:08 PM
To: [REDACTED]
Cc: [REDACTED]; 'jfdc@akpdmedia.com'

<jfdc@akpdmedia.com>

Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

Governor Dayton signs on! [REDACTED]

From: Hayley Prim [REDACTED]

Sent: Wednesday, May 06, 2015 10:52 AM

To: B

Cc: Elana Leopold [REDACTED]

Subject: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

--

Hayley Prim

c: [REDACTED]

From: [Hayley Prim](#)
To: [B: Snyder, Thomas](#)
Cc: [Aaron Pickrell](#); [John Del Cecato](#); [John Davis](#); [jeani murray](#)
Subject: May 6 Status: 62 Signers, 31 Attendees
Date: Wednesday, May 06, 2015 6:27:17 PM

Names in Bold are attending

Fiscal Policy Institute	Deputy Director and Chief Economist	James	Parrott
Economic Policy Institute	Senior Economist	Eileen	Appelbaum
Center for Economic and Policy Research	Co-Director	Dean	Baker
Newark	Mayor	Ras	Baraka
Netroots Nation	Executive Director	Raven	Brooks
	Actor	Steve	Buscemi
	Actor	Alan	Cumming
Minnesota	Governor	Mark	Dayton
Philanthropist/ Fimmaker		Abigail	Disney
Economic Policy Institute	Founder	Jeff	Faux
		Danny	Glover
Former Senator		Tom	Harkin
United for a Fair Economy	Executive Director	Jeannette	Huezo
Dream Corps Unlimited		Van	Jones
	Actress	Cynthia	Nixon
University of California at Berkley	Chancellor's Professor	Robert	Reich
	Actor	Mark	Ruffalo
Columbia University	Economist/Director of Earth Institute	Jeff	Sachs
EffectiveNY	Chairman	Bill	Samuels
Actress		Susan	Sarandon
Unite Here	President	D	Taylor
The Wessel Group	President	Michael	Wessel
Childrens Defense Fund	President/Founder	Marian	Wright Edelman
Young Democrats of America	President	Atima	Omara
Center for Media and Democracy	Executive Director	Lisa	Graves
Inequality.org	Managing Editor	Marjorie	Wood
New Jersey	U.S. Rep, PC Member	Bonnie	Watson Coleman
AFL-CIO	President	Richard	Trumka
The Nation	Editor	Katrina	Vanden Heuvel
SEIU	President	Mary Kay	Henry

Campaign for America's Future	Co-Director	Robert	Borosage
Communities for Change	Executive Director	Deepak	Bhargava
New York	U.S. Rep, PC Member	Yvette	Clarke
Democracy Partners	Partner	Robert	Creamer
National Low Income Housing Coalition	President	Sheila	Crowley
Former Governor/Democracy for America	Founder	Howard	Dean
Connecticut	U.S. Rep, PC Member	Rosa	DeLauro
Unite Here	Former President, LA County	Maria Elena	Durazo
Minnesota	U.S. Rep, PC Member	Keith	Ellison
Pennsylvania	U.S. Rep, PC Member	Chaka	Fattah
NEA	President	Lily	Garcia
Steelworkers	President	Leo	Gerard
SEIU 1199	President	George	Gresham
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Texas	U.S. Rep, PC Member	Sheila	Jackson-Lee
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Oregon	U.S. Senator	Jeff	Merkley
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New York	U.S. Rep, PC Member	Jerry	Nadler
AFSCME	President	Lee	Saunders
Illinois	U.S. Rep, PC Member	Jan	Schakowsky
NAN	President	Al	Sharpton
AFT	President	Randi	Weingarten
Dayton	Mayor	Nan	Whaley
	Author	Linda	Tirado
Progress Now	Executive Director	Arshad	Hasan
CWA	President	Larry	Cohen

--
Hayley Prim
c: [REDACTED]

From: [Snyder, Thomas](#)
To: [REDACTED]; [Carey, Michael](#); [Hayley Prim](#); [jeani murray](#); [John Davis](#); [John Del Ceccato \(jfdc@akpdmedia.com\)](#); [Leopold, Elana](#)
Subject: signatures
Date: Thursday, May 07, 2015 9:42:05 AM

Karen Narasaki is no [REDACTED]
[REDACTED]

From: [Snyder, Thomas](#)
To: B: [REDACTED]; [Carey, Michael](#); [Hayley Prim](#); [jeani murray](#); [John Davis](#); [John Del Ceccato \(jfdc@akpdmedia.com\)](#); [Leopold, Elana](#)
Subject: New signer
Date: Thursday, May 07, 2015 1:53:34 PM

Thomas Saenz, President of MALDEF (Mexican American Legal Defense and Education Fund); cannot attend on the 12th.

From: [B](#)
To: [Snyder, Thomas](#); [REDACTED]; [Carey, Michael](#); [REDACTED]
[REDACTED] ["jfdc@akpdmedia.com"](#); [Leopold, Elana](#)
Subject: Re: New signer
Date: Thursday, May 07, 2015 4:36:02 PM

[REDACTED]

From: Snyder, Thomas
Sent: Thursday, May 07, 2015 01:53 PM
To: B; [REDACTED]; Carey, Michael; Hayley Prim
[REDACTED]; jeani murray <[REDACTED]>; John Davis
[REDACTED]; John Del Ceccato (jfdc@akpdmedia.com) <jfdc@akpdmedia.com>; Leopold, Elana
Subject: New signer

Thomas Saenz, President of MALDEF (Mexican American Legal Defense and Education Fund); cannot attend on the 12th.

-
- A horizontal bar chart consisting of 10 rows. Each row contains two black bars. The top bar in each row is long, extending across most of the width of the chart area. The bottom bar in each row is significantly shorter, typically representing about one-third to one-half of the length of the top bar. The bars are solid black and have uniform thickness.

- [REDACTED]
[REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]

On Thu, May 7, 2015 at 4:17 PM, Wolfe, Emma <EWolfe@cityhall.nyc.gov> wrote:

[REDACTED]
+ jdc rkk

From: Norvell, Wiley
Sent: Thursday, May 07, 2015 04:16 PM
To: Schnake-Mahl, Gabriel; Wolfe, Emma; Walzak, Phil; Spitalnick, Amy (OMB); Adams, Marti
Subject: Jonathan Westin

[REDACTED]
[REDACTED]
[REDACTED]

Wiley Norvell

Deputy Press Secretary

Office of New York City Mayor Bill de Blasio

[\(212\) 788-2958](tel:(212)788-2958)

[\(917\) 428-8307](tel:(917)428-8307) (mobile)

wnorvell@cityhall.nyc.gov

@wileynorvell

--

Rebecca Kirsner Katz
[\(718\) 858-7161](tel:(718)858-7161) — work
[REDACTED]
[@RebeccaKKatz](https://twitter.com/RebeccaKKatz)

From: [Walzak, Phil](#)
To: [REDACTED]; [Gunaratna, Mahen](#)
Cc: [Kadushin, Peter](#); "jfdc@akpdmedia.com"
Subject: Re: reuters wrote about it
Date: Thursday, May 07, 2015 5:31:31 PM

[REDACTED]

From: Rebecca Katz [REDACTED]
Sent: Thursday, May 07, 2015 05:30 PM
To: Gunaratna, Mahen
Cc: Walzak, Phil; Kadushin, Peter; John Del Cecato <jfdc@akpdmedia.com>
Subject: Re: reuters wrote about it

[REDACTED]

[REDACTED]

Sent from my iPhone

On May 7, 2015, at 5:07 PM, Gunaratna, Mahen <MGunaratna@cityhall.nyc.gov> wrote:

Mayor Bill de Blasio: I don't do grades, but I can tell you I'm very satisfied. You know, pre-K, paid sick leave, the groundwork for the municipal ID, the groundwork for the affordable housing plan. These are things I could only have dreamed of getting done all at once. And pre-K was real challenge to do on the timeline we set. And we believed, but we were also constantly looking over our shoulder because we knew it was a very high bar and, and the fact that the team met it is extraordinary to me. And obviously the labor contracts, which are transcendent. So, I feel great about the product from the first year. I don't think because of, you know, some tragedies, I don't think it was fully analyzed, which is sad for the people who did such hard work and also a little bit sad for the public discourse. I think something very important happened here. **A lot of people outside New York City understand what happened in the first year in New York City better than people in New York City, but I am convinced something very special happened here.**

From: Gunaratna, Mahen
Sent: Thursday, May 07, 2015 4:50 PM
To: 'Rebecca Katz'; Walzak, Phil
Cc: Kadushin, Peter
Subject: RE: Fwd: reuters wrote about it

[REDACTED]

From: Rebecca Katz [REDACTED]
Sent: Thursday, May 07, 2015 4:46 PM
To: Walzak, Phil

Cc: Gunaratna, Mahen; Kadushin, Peter
Subject: Re: Fwd: reuters wrote about it

[REDACTED]

On Thu, May 7, 2015 at 4:38 PM, Walzak, Phil <PWalzak@cityhall.nyc.gov> wrote:

[REDACTED]
[REDACTED]

From: Rebecca Katz [REDACTED]
Sent: Thursday, May 07, 2015 04:39 PM
To: Walzak, Phil; Gunaratna, Mahen; Kadushin, Peter
Subject: Fwd: reuters wrote about it

[REDACTED]
[REDACTED]

----- Forwarded message -----

From: **Grynbaum, Michael** <grynbaum@nytimes.com>
Date: Thu, May 7, 2015 at 4:33 PM
Subject: reuters wrote about it
To: Rebecca Kirsner Katz [REDACTED]

http://www.reuters.com/article/2015/05/07/us-usa-newyork-mayor-idUSKBN0NS25T20150507?feedType=RSS&feedName=topNews&utm_source=twitter

so can you get me the full transcript?

From: [B](#)
To: ["rkatz@hilltoppublicsolutions.com"](mailto:rkatz@hilltoppublicsolutions.com); [Walzak, Phil](#); ["jfdc@akpdmedia.com"](mailto:jfdc@akpdmedia.com); [Wolfe, Emma](#); [Hagelgans, Andrea](#)
Subject: Re: Also on Tuesday
Date: Thursday, May 07, 2015 6:54:33 PM

From: Rebecca Katz [<mailto:rkatz@hilltoppublicsolutions.com>]
Sent: Thursday, May 07, 2015 06:41 PM
To: B; Walzak, Phil; John Del Cecato <jfdc@akpdmedia.com>; Wolfe, Emma; Hagelgans, Andrea
Subject: Also on Tuesday



Chris Golden ([@chrisgolden](#))

[5/7/15, 6:36 PM](#)

Pres. Obama to speak at Georgetown on Tues w/ Robert Putnam, Arthur Brooks & E.J. Dionne on overcoming poverty

[Download](#) the Twitter app

Sent from my iPhone

From: [John Del Cecato](#)
To: [Aaron Pickrell](#); [Hayley Prim](#)
Cc: [Snyder, Thomas](#); [jeani murray](#); [John Davis](#)
Subject: Re: Status Update: 73 Signers, 42 Attendees
Date: Friday, May 08, 2015 8:47:05 AM

[REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]

From: Aaron PickrellEmail [REDACTED]
Date: Friday, May 8, 2015 at 7:26 AM
To: Hayley Prim [REDACTED], John Del Cecato <jfdc@akpdmedia.com>
Cc: "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>, jeani murray [REDACTED], John Davis [REDACTED]
Subject: Re: Status Update: 73 Signers, 42 Attendees

Mary Kay will be there.

From: Hayley Prim [REDACTED]
Date: Friday, May 8, 2015 at 8:22 AM
To: John Del Cecato <jfdc@akpdmedia.com>
Cc: "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>, AARON PICKRELL [REDACTED], jeani murray [REDACTED], John Davis [REDACTED]
Subject: Re: Status Update: 73 Signers, 42 Attendees

sorry yes, vanden heuval and nussbaum should have been bolded. not sure why that didn't come through.

[REDACTED]
[REDACTED]
[REDACTED]

On Fri, May 8, 2015 at 8:12 AM, John Del Cecato <jfdc@akpdmedia.com> wrote:

Minus BDB

[REDACTED]
[REDACTED]

From: Hayley Prim [REDACTED]
Date: Friday, May 8, 2015 at 5:44 AM
To: Bill de Blasio <BCCD@cityhall.nyc.gov>, "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>
Cc: Aaron PickrellEmail [REDACTED], John Del Cecato <jfdc@akpdmmedia.com>, jeani murray [REDACTED], John Davis [REDACTED]
Subject: Status Update: 73 Signers, 42 Attendees

Attendees listed in Bold. Those listed in red are sending a high level rep to the press conference as they cannot attend themselves.

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	Actor	Steve	Buscemi
	Actor	Alan	Cumming
Minnesota	Governor	Mark	Dayton
Philanthropist/ Fimmaker		Abigail	Disney
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		Danny	Glover
Former Senator		Tom	Harkin
United for a Fair Economy	Executive Director	Jeannette	Huezo
Dream Corps Unlimited		Van	Jones
	FLONYC	Chirlane	McCray
	Actress	Cynthia	Nixon
University of California at Berkley	Chancellor's Professor	Robert	Reich
	Actor	Mark	Ruffalo
Columbia University	Economist/Director of Earth Institute	Jeff	Sachs
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AFSCME	President	Lee	Saunders

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NAN	President	Al	Sharpton
NYSNA	President	Judy	Sheridan- Gonzalez
The Nation	Editor	Katrina	Vanden Heuvel
Patriot Majority	President	Craig	Varoga
AFT	President	Randi	Weingarten
Dayton	Mayor	Nan	Whaley
Americans United for Change	President	Brad	Woodhouse
Oakland	Mayor	Libby	Schaaf
	Author	Linda	Tirado
Progress Now	Executive Director	Arshad	Hasan
CWA	President	Larry	Cohen

--
 Hayley Prim
 c: [REDACTED]

--
 Hayley Prim
 c: [REDACTED]

From: [John Del Cecato](#)
To: B: [REDACTED]; [Snyder, Thomas](#)
Cc: [REDACTED]
Subject: Re: Status Update: 73 Signers, 42 Attendees
Date: Friday, May 08, 2015 9:10:51 AM

From: Bill de Blasio <BCCD@cityhall.nyc.gov>
Date: Friday, May 8, 2015 at 9:08 AM
To: Hayley Prim [REDACTED], "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>
Cc: Aaron PickrellEmail [REDACTED], John Del Cecato <jfdc@akpdmedia.com>, [REDACTED] John Davis [REDACTED]
Subject: Re: Status Update: 73 Signers, 42 Attendees

From: Hayley Prim [REDACTED]
Sent: Friday, May 08, 2015 05:44 AM
To: B; Snyder, Thomas
Cc: Aaron Pickrell [REDACTED]; John Del Cecato <jfdc@akpdmedia.com>; jeani murray [REDACTED] John Davis [REDACTED].>
Subject: Status Update: 73 Signers, 42 Attendees

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	Author	Linda	Tirado
Progress Now	Executive Director	Arshad	Hasan
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--

Hayley Prim

c: [REDACTED]

From: [Snyder, Thomas](#)
To: "Hayley Prim"; [John Del Cecato](#)
Cc: [Aaron Pickrell](#); [jeani murray](#); [John Davis](#)
Subject: RE: Status Update: 73 Signers, 42 Attendees
Date: Friday, May 08, 2015 9:20:11 AM

[REDACTED]

From: Hayley Prim [REDACTED]
Sent: Friday, May 08, 2015 8:23 AM
To: John Del Cecato
Cc: Snyder, Thomas; Aaron Pickrell; jeani murray; John Davis
Subject: Re: Status Update: 73 Signers, 42 Attendees

sorry yes, vanden heuval and nussbaum should have been bolded. not sure why that didn't come through.

[REDACTED]

[REDACTED]

[REDACTED]

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Former			

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Young Democrats of America	President	Atima	Omara
AFSCME	President	Lee	Saunders
Illinois	U.S. Rep, PC Member	Jan	Schakowsky
NAN	President	Al	Sharpton
NYSNA	President	Judy	Sheridan- Gonzalez
The Nation	Editor	Katrina	Vanden Heuvel
Patriot Majority	President	Craig	Varoga
AFT	President	Randi	Weingarten
Dayton	Mayor	Nan	Whaley
Americans United for Change	President	Brad	Woodhouse
Oakland	Mayor	Libby	Schaaf
	Author	Linda	Tirado

Progress Now	Executive Director	Arshad	Hasan
CWA	President	Larry	Cohen

--

Hayley Prim

c: [REDACTED]

--

Hayley Prim

c: [REDACTED]

From: [FLONYC](#)
To: [B](#)
Cc: [ifdc@akpdmedia.com](#)
Subject: Re: Toni Morrison Essay for TPA
Date: Friday, May 08, 2015 2:33:02 PM

[REDACTED]

Sent from my iPhone

On May 8, 2015, at 2:27 PM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: Hayley Prim [REDACTED]
Sent: Friday, May 08, 2015 02:17 PM
To: B
Cc: John Del Cecato <ifdc@akpdmedia.com>
Subject: Toni Morrison Essay for TPA

Pasted below is what Toni wrote for The Progressive Agenda. [REDACTED]

[REDACTED]

I applaud with enthusiasm this gathering of leaders, thinkers, activists, artists—each and all committed to strategies of and for social progress.

The Progressive Agenda identifies the pillars upon which healthy social structures can be built. Each pillar is designed to improve, even rescue, the lives of vulnerable populations. From financial traps, to failing schools, to jobs, to methods for strengthening families and communities—each pillar of support enhances the lives of the poor and middle class—which in turn benefits the whole society.

The solutions are not mysterious, not unknown; nor are the means by which to achieve them. We know what they are and how to apply them. There is simply, and too often, no will to organize and enact the agenda. But indifference and inaction stops here. With Mayor de Blasio's insistence and foresight along with the dedication and passion of serious progressives, vital changes in our cities and towns will surface.

Remember when we used to be called 'citizens'? There were levels of citizenship, certainly, but we were citizens none-the-less. "I am an American citizen" was our proud boast. Then, following World War Two, the prosperous decades began and we were called 'consumers.' The American consumer wants; the American consumer needs—and consume we did. Items that were once luxuries became necessities and, unlike our great grandparents, we were ashamed to have only one pair of shoes or one 'Sunday' dress. Being a consumer is not without pleasure or comfort. Yet now we are identified by a brand new label—one that floods political speech, pundit themes, and media headlines. Taxpayer. It seems that definition is all we are. The difference between understanding oneself as a citizen or as a taxpayer is not merely wide; it is antagonistic. A citizen thinks primarily about his/her community, is preoccupied with the safety of the neighborhood, the health of the elderly and disabled, the nurture and well-being of the young.

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The Progressive Agenda seeks to return us to citizenship, the happily adult responsibility of citizens to each other: how to ensure a livable wage for all of us; how to improve schools in all our neighborhoods; how to protect working class jobs and pensions from predators who rely on exploitation and selfish behavior; how to welcome the immigrant, the "huddled masses" we ALL [except for Native Americans and slaves] once were.

This new Progressive Agenda re-imagines citizenship and is far, far more than worthy; it is crucial.

Toni Morrison

8 May 2015

--
Hayley Prim
c: [REDACTED]

From: B
To: "jfdc@akpdmedia.com"; [REDACTED]
Cc: FLONYC
Subject: Re: Toni Morrison Essay for TPA
Date: Friday, May 08, 2015 2:34:58 PM

[REDACTED]

From: John Del Cecato [mailto:jfdc@akpdmedia.com]
Sent: Friday, May 08, 2015 02:31 PM
To: B; [REDACTED]
Cc: FLONYC
Subject: Re: Toni Morrison Essay for TPA

[REDACTED]

[REDACTED]

[REDACTED]

From: Bill de Blasio <BCCD@cityhall.nyc.gov>
Date: Friday, May 8, 2015 at 2:27 PM
To: Hayley Prim <[REDACTED]>
Cc: John Del Cecato <jfdc@akpdmedia.com>, FLONYC <FLONYC@cityhall.nyc.gov>
Subject: Re: Toni Morrison Essay for TPA

[REDACTED]

[REDACTED]

[REDACTED]

From: Hayley Prim [REDACTED]
Sent: Friday, May 08, 2015 02:17 PM
To: B
Cc: John Del Cecato <jfdc@akpdmedia.com>
Subject: Toni Morrison Essay for TPA

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[REDACTED]

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Toni Morrison

8 May 2015

--

Hayley Prim

c: (

From: [FLONYC](#)
To: [John Del Cecato](#)
Cc: B: [REDACTED]
Subject: Re: Toni Morrison Essay for TPA
Date: Friday, May 08, 2015 2:39:34 PM

[REDACTED]

Sent from my iPhone

On May 8, 2015, at 2:38 PM, John Del Cecato <jfdc@akpdmedia.com> wrote:

[REDACTED]
[REDACTED]
[REDACTED]

From: FLONYC <FLONYC@cityhall.nyc.gov>
Date: Friday, May 8, 2015 at 2:35 PM
To: John Del Cecato <jfdc@akpdmedia.com>
Cc: Bill de Blasio <BCCD@cityhall.nyc.gov>, Hayley Prim [REDACTED]
Subject: Re: Toni Morrison Essay for TPA

[REDACTED]

Sent from my iPhone

On May 8, 2015, at 2:30 PM, John Del Cecato <jfdc@akpdmedia.com> wrote:

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

From: Bill de Blasio <BCCD@cityhall.nyc.gov>
Date: Friday, May 8, 2015 at 2:27 PM
To: Hayley Prim [REDACTED]
Cc: John Del Cecato <jfdc@akpdmedia.com>, FLONYC
<FLONYC@cityhall.nyc.gov>
Subject: Re: Toni Morrison Essay for TPA

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

From: Hayley Prim [REDACTED]
Sent: Friday, May 08, 2015 02:17 PM
To: B
Cc: John Del Cecato <jfdc@akpdmedia.com>
Subject: Toni Morrison Essay for TPA

Pasted below is what Toni wrote for The Progressive Agenda. [REDACTED]

[REDACTED]

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Toni Morrison

8 May 2015

--

Hayley Prim

c:



From: [Hayley Prim](#)
To: [B](#)
Cc: jfdc@akpdmmedia.com
Subject: Re: Fw: Fwd: John Lewis
Date: Friday, May 08, 2015 3:17:52 PM

[REDACTED]

On Fri, May 8, 2015 at 3:16 PM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

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

From: Janice Enright
To: Bill de Blasio
Subject: Fwd: John Lewis
Sent: May 4, 2015 11:22 AM

In case you ever need it

Sent from my iPhone
Begin forwarded message:

From: Minyon Moore [REDACTED]
Date: May 4, 2015 at 8:15:46 AM PDT
To: Janice Enright [REDACTED]
Subject: FW: John

Total Control Panel Login

Remove this send list You received this message because the sender is on your allow list.

--
Hayley Prim
c: [REDACTED]

[REDACTED]
 [REDACTED]
 [REDACTED]

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>

> Sent via BlackBerry by AT&T

From: [B](#)
To: "hprim@hilltoppublicsolutions.com"
Cc: "ifdc@akpdmedia.com"
Subject: Re: Flag: Howard Dean
Date: Friday, May 08, 2015 10:32:02 PM

From: Hayley Prim [mailto:hprim@hilltoppublicsolutions.com]
Sent: Friday, May 08, 2015 10:05 PM
To: B
Subject: Flag: Howard Dean

----- Forwarded message -----

From: **Howard Dean** [redacted]
Date: Fri, May 8, 2015 at 9:04 PM
Subject: Re: ROS Details: May 12 Press Conference with Mayor de Blasio in Washington, DC
To: Hayley Prim <hprim@hilltoppublicsolutions.com>
Cc: Amanda McKay <[redacted]>

Hi Hayley,

I now have a potential scheduling problem with Tuesday. I am supposed to be at a meeting which I can not miss or be late to at 3:30 which is about fifteen minutes away from the Capitol. If your time frame and my placement in the Tik Tok is accurate, this will work, but if you start late I will have to bail no later than 3:15. I apologize for this. There are a lot of things going on in my employment life including a huge merger so my schedule not as flexible as it has been. Best, Howard

Sent from my iPhone

On May 8, 2015, at 5:34 PM, Hayley Prim <hprim@hilltoppublicsolutions.com> wrote:

Governor Dean,

I am so glad you are able to join us on Tuesday next week to announce The Progressive Agenda with Mayor Bill de Blasio.

Attached you will find the Run of Show with details for the event.

Let me know if you have any questions.

Thanks,
Hayley

--

Hayley Prim
Hilltop Public Solutions
[\(631\) 902-5150](tel:6319025150)

<05-12-15 ROS Progresssive Agenda .docx>

--

Hayley Prim
Hilltop Public Solutions
(631) 902-5150

From: B
To: [REDACTED]
Cc: "jfdc@akpdmedia.com"
Subject: Re: Gresham
Date: Saturday, May 09, 2015 10:40:34 AM

Ok, let's keep the 11am call

From: Hayley Prim [REDACTED]
Sent: Saturday, May 09, 2015 09:34 AM
To: B
Cc: jfdc@akpdmedia.com <jfdc@akpdmedia.com>
Subject: Re: Gresham

We scheduled a call for you and Van Jones through MPC for 11am today. His cell is [REDACTED]

If that doesn't work for you any longer let me know, and I will talk to Vans team.

On Saturday, May 9, 2015, B <BCCD@cityhall.nyc.gov> wrote:

Let's discuss tmrw. [REDACTED]

From: Hayley Prim [REDACTED]
Sent: Saturday, May 09, 2015 09:17 AM
To: B
Cc: jfdc@akpdmedia.com <jfdc@akpdmedia.com>
Subject: Re: Gresham

[REDACTED]

[REDACTED]

On Saturday, May 9, 2015, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

--
Hayley Prim
c: [REDACTED]

|

--

Hayley Prim

c:



From: [John Del Cecato](#)
To: [B](#)
Subject: Fwd: I'm being told that
Date: Saturday, May 09, 2015 11:24:58 AM

Begin forwarded message:

From: David Simas [REDACTED]
Date: May 9, 2015 at 11:07:36 AM EDT
To: John Del Cecato <jfdc@akpdmedia.com>
Subject: I'm being told that

the event is being quietly pitched as an anti-trade event with DeBlasio, Warren, Trumka and Stiglitz.

Even if that's not the intention, given the fact that TPA will be considered in the Senate on the same day, I think there's zero chance that it's not covered that way.

From: [Walzak, Phil](#)
To: "jfdc@akpdmedia.com"; [Hagelgans, Andrea](#); [REDACTED]; [Leopold, Elana](#)
Subject: Re: Fwd: So John
Date: Saturday, May 09, 2015 11:28:54 AM

[REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Saturday, May 09, 2015 11:28 AM
To: Walzak, Phil; Hagelgans, Andrea; Rebecca Katz [REDACTED]; Leopold, Elana
Subject: Fwd: So John

[REDACTED]

Begin forwarded message:

From: Eric Alterman [REDACTED]
Date: May 9, 2015 at 10:21:33 AM EDT
To: John Del Cecato <jfdc@akpdmedia.com>
Subject: So John

Missed you again at poker, though I keep winning so it's ok.

Given the announcement next week and all the attention that will garner, I wonder if it be ok with you if I follow up afterward--by a week or two--with an edited transcript of my interview with the mayor to run in The Nation and on the website. I think it will be a good opportunity to present an unvarnished view of how the "Contract" fits into a larger vision--a vision that might otherwise get lost in the focus on just the pros and cons of the contract and the names attached to it.

Any problem with this? I'd hate to see it go to waste

all best

ERA

--

Eric Alterman
[REDACTED]

CUNY Distinguished Professor of English and Journalism, Brooklyn College
"Liberal Media" Columnist, *The Nation*,
Senior Fellow, Center for American Progress, The Nation Institute
305 W.98th Street, 2 C-S, New York, New York, 10025
(917)538-9726 www.ericalterman.com

From: [John Del Cecato](#)
To: B: [REDACTED]
Subject: Re: How/when?
Date: Saturday, May 09, 2015 1:24:23 PM

Let's do Monday

On 5/9/15, 11:51 AM, "B" <BCCD@cityhall.nyc.gov> wrote:

>

>Are we prepping for the Roosevelt Institute event? Thanks

From: [John Del Cecato](#)
To: [Leopold, Elana](#)
Cc: [Walzak, Phil](#); [Hagelgans, Andrea](#); [REDACTED]
Subject: Re: So John
Date: Saturday, May 09, 2015 3:12:33 PM

[REDACTED]

From: <Leopold>, Elana <ELeopold@cityhall.nyc.gov>
Date: Saturday, May 9, 2015 at 2:13 PM
To: John Del Cecato <jfdc@akpdmedia.com>
Cc: "Walzak, Phil" <PWalzak@cityhall.nyc.gov>, "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov>, Rebecca Katz [REDACTED]
Subject: Re: So John

[REDACTED]

[REDACTED]

Sent from my iPhone

On May 9, 2015, at 1:26 PM, John Del Cecato @[akpdmedia.com](mailto:jfdc@akpdmedia.com)> wrote:

[REDACTED]

From: <Walzak>, Phil <PWalzak@cityhall.nyc.gov>
Date: Saturday, May 9, 2015 at 11:28 AM
To: John Del Cecato <jfdc@akpdmedia.com>, "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov>, Rebecca Katz [REDACTED], "Leopold, Elana" <ELeopold@cityhall.nyc.gov>
Subject: Re: Fwd: So John

[REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Saturday, May 09, 2015 11:28 AM
To: Walzak, Phil; Hagelgans, Andrea; Rebecca Katz [REDACTED]
Leopold, Elana
Subject: Fwd: So John

[REDACTED]

[REDACTED]

Begin forwarded message:

From: Eric Alterman [REDACTED]
Date: May 9, 2015 at 10:21:33 AM EDT
To: John Del Cecato <jfdc@akpdmedia.com>
Subject: So John

Missed you again at poker, though I keep winning so it's ok.

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(917)538-9726 www.eralterman.com

From: [B](#)
To: ["jfdc@akpdmedia.com"](mailto:jfdc@akpdmedia.com)
Subject: Fw: FYI
Date: Saturday, May 09, 2015 5:38:42 PM

Fyi

-----Original Message-----
To: Al Sharpton
Subject: Re: FYI
Sent: May 9, 2015 5:39 PM

Much appreciated. In the meantime, more and more people are signing onto our agenda. And I had a fairly productive talk with Van today. Let me know whenever you want to talk

-----Original Message-----
From: Al Sharpton
To: Bill de Blasio
Subject: FYI
Sent: May 9, 2015 5:25 PM

I flew to Alabama after the Saturday NAN rally to [REDACTED] When I landed I had a text from Ben Jealous asking for a call w/ Van Jones and him. I am back in NY tonight. I will be in touch.

Sent from my Verizon Wireless 4G LTE smartphone

From: [Leopold, Elana](#)
To: [B](#)
Cc: [@EQ: John Del Cecato:](#) [REDACTED]
Subject: NVM: Tammy Baldwin
Date: Saturday, May 09, 2015 4:36:22 PM

Tammy Baldwin
[REDACTED]

Its Tammy Baldwin calling. I will be available on and off during the weekend. First of all on the [May 12th](#) roll out issues, great pre- roll out, fabulous and your interviews have been great.

I'm going to be an outside validator rather than participate and sign on. The agenda is fabulous! In talking to my staff when we are trying to roll out something that is related but different but want to make my path clear for highlighting those efforts and supporting yours.

In speaking with some colleagues also and just in terms of all of us standing for election and signing on..I um, I want to sign onto raising the minimum wage effort in the senate- which is distinct but also related

So, call me if you want to talk about anything related to that. It will be a great roll out but wanted to give you an answer. Look forward to working on almost every element of it. You have some great signatures and I will be watching.

Sent from my iPhone

From: [B](#)
To: [FLONYC](#); [REDACTED]
Cc: ["jfdc@akpdmedia.com"](mailto:jfdc@akpdmedia.com)
Subject: Re: Toni Morrison Essay for TPA
Date: Saturday, May 09, 2015 7:01:36 PM

From: FLONYC
Sent: Saturday, May 09, 2015 06:48 PM
To: Hayley Prim <[REDACTED]>
Cc: John Del Cecato <jfdc@akpdmedia.com>; B
Subject: Re: Toni Morrison Essay for TPA

[REDACTED]

Sent from my iPhone

On May 8, 2015, at 6:24 PM, Hayley Prim <[REDACTED]> wrote:

[REDACTED]

Thanks,
Hayley

On Fri, May 8, 2015 at 2:39 PM, FLONYC <FLONYC@cityhall.nyc.gov> wrote:

[REDACTED]

Sent from my iPhone

On May 8, 2015, at 2:38 PM, John Del Cecato <jfdc@akpdmedia.com> wrote:

[REDACTED]

From: FLONYC <FLONYC@cityhall.nyc.gov>
Date: Friday, May 8, 2015 at 2:35 PM
To: John Del Cecato <jfdc@akpdmedia.com>
Cc: Bill de Blasio <BCCD@cityhall.nyc.gov>, Hayley Prim

<[REDACTED]>
Subject: Re: Toni Morrison Essay for TPA

[REDACTED]

Sent from my iPhone

On May 8, 2015, at 2:30 PM, John Del Cecato <jfdc@akpdmedia.com> wrote:

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

From: Bill de Blasio <BCCD@cityhall.nyc.gov>
Date: Friday, May 8, 2015 at 2:27 PM
To: Hayley Prim <[REDACTED]>
Cc: John Del Cecato <jfdc@akpdmedia.com>, FLONYC <FLONYC@cityhall.nyc.gov>
Subject: Re: Toni Morrison Essay for TPA

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

From: Hayley Prim [[mailto:\[REDACTED\]](mailto:[REDACTED])]
Sent: Friday, May 08, 2015 02:17 PM
To: B
Cc: John Del Cecato <jfdc@akpdmedia.com>
Subject: Toni Morrison Essay for TPA

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[REDACTED]

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Toni Morrison

8 May 2015

--

Hayley Prim

c:



--

Hayley Prim

c:



From: B
To: "jfdc@akpdmedia.com"
Subject: Re: Fw:
Date: Sunday, May 10, 2015 3:55:06 PM

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

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Sunday, May 10, 2015 01:22 PM
To: B
Subject: Re: Fw:

> On May 10, 2015, at 12:58 PM, B <BCCD@cityhall.nyc.gov> wrote:

>

>

>

>

>

> -----Original Message-----

> To: Steve Israel

> To: Emma Wolfe

> Subject: Re:

> Sent: May 10, 2015 12:57 PM

>

>

> Will call to discuss. Thanks

>

>

> -----Original Message-----

> From: Steve Israel

> To: Bill de Blasio

> To: Emma Wolfe

> Subject:

> Sent: May 10, 2015 12:44 PM

>

> NP called me last nite and today about your using Capitol steps this week. I have tons of research that cuts across all ideologies and demographics showing the way to persuade people on income inequality is NOT to call it income inequality. I'm happy to brief you. We all want the same thing and data by progressive and moderate organizations is totally in synch on this.

>

> REP. STEVE ISRAEL
>

From: B
To: [REDACTED]
Cc: [REDACTED]; "jfdc@akpdmedia.com"; Snyder, Thomas; [REDACTED]; Leopold, Elana
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM
Date: Sunday, May 10, 2015 4:07:08 PM

Mayor Steve Adler of Austin, TX just signed. [REDACTED]
[REDACTED]
[REDACTED]

From: Hayley Prim [mailto:[REDACTED]]
Sent: Sunday, May 10, 2015 11:28 AM
To: B
Cc: [REDACTED]; jfdc@akpdmedia.com <jfdc@akpdmedia.com>; Snyder, Thomas; [REDACTED]; Leopold, Elana
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

On Sunday, May 10, 2015, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: John Davis [mailto:[REDACTED]]
Sent: Wednesday, May 06, 2015 01:50 PM
To: John Del Cecato <jfdc@akpdmedia.com>; B; Snyder, Thomas; [REDACTED]
Cc: [REDACTED]; Leopold, Elana
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

On Wednesday, May 6, 2015 1:49 PM, John Del Cecato <jfdc@akpdmedia.com> wrote:

[REDACTED]
[REDACTED]

From: Bill de Blasio <BCCD@cityhall.nyc.gov>
Date: Wednesday, May 6, 2015 at 12:53 PM
To: "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>, [REDACTED]
[REDACTED]

Cc: Aaron PickrellEmail [REDACTED], John Davis [REDACTED] >, John Del Cecato <jfdc@akpdmmedia.com>, Hayley Prim <[REDACTED]>, "Leopold, Elana" <LEopold@cityhall.nyc.gov>

Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

From: Snyder, Thomas

Sent: Wednesday, May 06, 2015 12:42 PM

To: [REDACTED] >

Cc: B; [REDACTED]

Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

Sent from my iPhone

On May 6, 2015, at 12:41 PM, jeani murray [REDACTED] > wrote:

[REDACTED]

On Wednesday, May 6, 2015, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: jeani murray [mailto:[REDACTED]]

Sent: Wednesday, May 06, 2015 12:39 PM

To: B

Cc: [REDACTED]

[REDACTED]; Snyder, Thomas

Subject: Re: Fw: TPA Calls Scheduled for today starting at 12:00PM

Wade Henderson, President and CEO of the Leadership Council on Civil and Human Rights - in and attending.

[REDACTED]

On Wednesday, May 6, 2015, B <BCCD@cityhall.nyc.gov> wrote:

Fyi

From: B
Sent: Wednesday, May 06, 2015 12:08 PM
To: [REDACTED]
Cc: [REDACTED]
'jfdc@akpdmedia.com' <jfdc@akpdmedia.com>
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

Governor Dayton signs on! [REDACTED]
[REDACTED]
[REDACTED]

From: Hayley Prim [mailto:[REDACTED]]
Sent: Wednesday, May 06, 2015 10:52 AM
To: B
Cc: Elana Leopold [REDACTED]
Subject: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]

--
Hayley Prim
c: [REDACTED]

--
Hayley Prim
c: [REDACTED]

From: [de Alwis, Ronalie](#)
To: [de Alwis, Ronalie](#)
Cc: [REDACTED]; jfdc@akpdmedia.com; Leopold, Elana
Subject: Re: TPA and mayors
Date: Monday, May 11, 2015 8:04:08 AM
Attachments: [image1.jpeg](#)

Haley,

This was a list of calls he did with me on Thursday [REDACTED]
[REDACTED]



Sent from my iPhone

On May 11, 2015, at 7:35 AM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: Hayley Prim [REDACTED]
Sent: Monday, May 11, 2015 07:35 AM
To: B
Cc: jfdc@akpdmedia.com <jfdc@akpdmedia.com>; Leopold, Elana; de Alwis, Ronalie
Subject: Re: TPA and mayors

[REDACTED]

On Monday, May 11, 2015, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

Thanks

--
Hayley Prim
c: [REDACTED]

TPA MAYORS

	ASKED	SIGN ON YET	ATTENDING	NOT
Mayor Hales	NO	NO		
Mayor Garcetti <i>enrolled</i>	NO	NO		
Mayor Reed	NO	NO		
Mayor Brown	NO	NO		
Mayor Benjamin	NO	NO		
Mayor Nutter <i>enrolled</i>	NO	NO		
Mayor Walsh <i>enrolled</i>	NO	NO		
Mayor Harp	NO	NO		
Mayor Brennan	NO	NO		
Upstate Mayors (Sheehan, Miner, Warren, Brown)	NO	NO		
Mayor Murray <i>enrolled</i>	YES	NO		
Mayor Lee <i>enrolled</i>	YES	NO		
Mayor Adler	YES	NO		
Mayor Barrett	YES	NO		
Mayor Peduto	YES	NO		
Mayor Cranley	YES	NO		
Mayor Bowser	YES	NO		
Mayor Elorza	YES	NO		
Mayor Segarra <i>LVM</i>	YES	NO		
Mayor Becker	YES	NO		
Mayor Rawlings Blake	YES	NO		
Mayor Stanton	YES	NO		
Mayor Baraka	YES	YES	NO- CAN'T	
Mayor Hodges	YES	YES	YES	
Mayor Whaley	YES	YES	YES	
* Mayor Schaaf	YES	YES	YES	

LVM - Segarra

From: [Snyder, Thomas](#)
To: ["John Del Cecato"](#); [Aaron Pickrell](#)Email; [John Davis](#); [jeani murray](#); [Hayley Prim](#); [Wolfe, Emma](#)
Subject: RE: Media tomorrow... Re: John, this is a serious problem...
Date: Monday, May 11, 2015 10:32:59 AM

[REDACTED]

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

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Monday, May 11, 2015 10:33 AM
To: Snyder, Thomas; Aaron PickrellEmail; John Davis; jeani murray; Hayley Prim; Wolfe, Emma
Subject: Re: Media tomorrow... Re: John, this is a serious problem...

[REDACTED]

On 5/11/15, 10:25 AM, "Snyder, Thomas" <TSnyder@cityhall.nyc.gov> wrote:

[REDACTED]

>
>-----Original Message-----
>From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
>Sent: Monday, May 11, 2015 10:17 AM
>To: Snyder, Thomas; Aaron PickrellEmail; John Davis; jeani murray;
>Hayley Prim
>Subject: FW: Media tomorrow... Re: John, this is a serious problem...
>
>[REDACTED]
>
>On 5/11/15, 10:01 AM, "Deepak Bhargava" [REDACTED] >
>wrote:
>
>>Hi John,
>>
>>I'm where Heather is on this. I think the Mayor is among the very
>>most important leaders we have in the progressive movement. But I'm
>>also going to need to not have my name associated with the events
>>tomorrow (I can't make it in any case due to a conflict). I'm glad to
>>help think through how to repair this on the other side of the event.
>>I don't doubt your intentions or the Mayor's intentions, and I'm sure
>>there's a path back.
>>
>>deepak
>>
>>
>

From: [B](#)
To: ["jfdc@akpdmedia.com"](mailto:jfdc@akpdmedia.com)
Subject: Fw:
Date: Monday, May 11, 2015 10:43:28 AM

Fyi

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

To: Van Jones
Subject: Re:
Sent: May 11, 2015 10:44 AM

Will work out a time to call, Van. A very busy day, but I will call you -- most likely between 2-3pm. Will confirm in advance

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

From: Van Jones
Cc: Invalidaddress
Subject:
Sent: May 11, 2015 9:56 AM

Mr. Mayor:

Sorry to be out of touch this Mother's Day weekend.

I am happy to report that we had a successful concert in Baltimore last night with Prince and other celebrities. That city deserved a moment of peace and healing, and Prince delivered.

With our #YesWeCode, #cut50 and Green For All initiatives, we at the Dream Corps are working around the clock in many cities to avoid the kinds of explosions that rocked Ferguson and Baltimore. It is both demanding and exhausting, but it is the work of our time.

I would like to speak with you today, so that we can resolve the outstanding issues before tomorrow. On the eve of such an important day, I know your time is precious. But given that my name is already so publicly associated with this initiative, I hope you will make room for me. So I am thanking you, in advance.

What time works best for you? Van [REDACTED]

Sent from my iPhone (TM)

On May 8, 2015, at 6:38 PM, Van Jones <vanjones68@dreamcorps.us> wrote:

I will work with your team to find a good time tomorrow.

I apologize for not tracking the documents; we are putting together this Prince concert on Sunday, and I have been consumed with that and other Baltimore-related issues.

But I am not the only black leader who will be disappointed to see the key economic issue that is crushing our dreams omitted from a Bill DiBlasio document.

Women's, students' and immigrants' economic issues are rightfully included. But not the economic issue that has propelled the #BlackLivesMatter onto the global stage?

Why not include a simple bullet point on Families saying: "Invest in "schools not jails" -- and give people coming home from prison a second chance."

No economic vision that fails to address the mass incarceration crisis can be called progressive.

Everyone from Cory Booker to the Koch Brothers (who are also not running for higher office) is embracing this cause. Even Hillary Clinton and Rand Paul!

You are the populist leader of the movement for economic justice. If YOU sideline or marginalize overly-incarcerated pop

From: [Walzak, Phil](#)
To: "jfdc@akpdmedia.com"; [Spitalnick, Amy \(OMB\)](#)
Cc: [Wolfe, Emma](#); [Rebecca Katz \(hilltoppublicsolutions.com\)](#); [Williams, Dominic](#); [Hagelgans, Andrea](#)
Subject: Re: paid family leave
Date: Monday, May 11, 2015 1:40:11 PM

[REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Monday, May 11, 2015 01:40 PM
To: Spitalnick, Amy (OMB)
Cc: Wolfe, Emma; Walzak, Phil; Rebecca Katz (hilltoppublicsolutions.com); Williams, Dominic; Hagelgans, Andrea
Subject: Re: paid family leave

[REDACTED]

On May 11, 2015, at 1:28 PM, Spitalnick, Amy (OMB) <SpitalnickA@omb.nyc.gov> wrote:

[REDACTED].

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Monday, May 11, 2015 1:03 PM
To: Spitalnick, Amy (OMB); 'Wolfe, Emma'; Phillip Walzak; Rebecca Katz (hilltoppublicsolutions.com)
Subject: Re: paid family leave

[REDACTED]

From: <Spitalnick>, "Amy (OMB)" <SpitalnickA@omb.nyc.gov>
Date: Monday, May 11, 2015 at 12:58 PM
To: "'Wolfe, Emma'" <EWolfe@cityhall.nyc.gov>, John Del Cecato <jfdc@akpdmedia.com>, Phillip Walzak <pwalzak@cityhall.nyc.gov>, "Rebecca Katz

(hilltoppublicsolutions.com)" <rkatz@hilltoppublicsolutions.com>

Subject: RE: paid family leave

FOR IMMEDIATE RELEASE: August 23, 2013

CONTACT: DAN LEVITAN dan@berlinrosen.com, 646-200-5315

DE BLASIO PROPOSES PAID FAMILY LEAVE FOR NEW YORK CITY

New York, NY - Bill de Blasio today proposed making New York City the first city in the United States to provide paid family leave for new mothers and fathers, as well as people caring for a serious or terminally ill or injured spouse, parent, or child.

"If you want to spend quality time with a new child, or if you or a loved one faces a major medical emergency, your job or paychecks shouldn't be in jeopardy. This is good public policy that will help all families in this city," said Bill de Blasio.

Based on successful programs in New Jersey and California, De Blasio's plan would expand the eligibility of disability coverage with a small surcharge on existing disability insurance premiums. The benefit would pay 50% of a New Yorker's average weekly salary for up to 12 weeks, up to a maximum of \$340/week (double the current benefit levels for temporary disability).

The United States is the only high-income country in the world not to offer paid family leave.[1] These programs are successful, humane, and popular. After the introduction of a similar program in California, more than 90% of employers reported either "no noticeable effect" or a "positive effect" on productivity, profitability, turnover, and morale.[2]

De Blasio has also called for full, comprehensive paid sick day leave for New York City workers. Speaker Quinn blocked that legislation in the City Council for three years to placate business interests, and then later under intense political pressure passed a watered-down version of the bill that excluded more than 300,000 New Yorkers.

De Blasio's plan would:

- <!--[if !supportLists]-->• <!--[endif]-->Cover every New York City worker currently covered by the State's disability insurance system.
- <!--[if !supportLists]-->• <!--[endif]-->Would cover mothers or fathers seeking to bond with a new baby within 12 months of birth or adoption.
- <!--[if !supportLists]-->• <!--[endif]-->Would cover caregivers with proof of a very serious or terminal illness afflicting a child, spouse, or parent.
- <!--[if !supportLists]-->• <!--[endif]-->Pay 50% of a New Yorker's average weekly salary for up to 12 weeks, up to a maximum of \$340/week (double the current benefit levels for temporary disability).
- <!--[if !supportLists]-->• <!--[endif]-->Be financed through a small increase in worker's temporary disability insurance premium determined by an actuary each year. In New Jersey, a similar program, covering 2/3 of participating employees salary for six weeks up to a maximum of \$524/week cost just 60 cents per worker per week in 2013.[3]

This proposal would require legislation in Albany.

From: Wolfe, Emma [<mailto:EWolfe@cityhall.nyc.gov>]
Sent: Monday, May 11, 2015 12:56 PM
To: 'John Del Cecato'; Spitalnick, Amy (OMB); Phillip Walzak; Rebecca Katz (hilltoppublicsolutions.com)
Subject: RE: paid family leave

[REDACTED]

[REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Monday, May 11, 2015 12:54 PM
To: Spitalnick, Amy (OMB); Walzak, Phil; Rebecca Katz (hilltoppublicsolutions.com); Wolfe, Emma
Subject: Re: paid family leave

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

From: <Spitalnick>, "Amy (OMB)" <SpitalnickA@omb.nyc.gov>
Date: Monday, May 11, 2015 at 12:43 PM
To: Phillip Walzak <PWalzak@cityhall.nyc.gov>, "Rebecca Katz (hilltoppublicsolutions.com)" <rkatz@hilltoppublicsolutions.com>, John Del Cecato <jfdc@akpdmedia.com>
Subject: Re: paid family leave

[REDACTED]

From: Walzak, Phil
Sent: Monday, May 11, 2015 12:33 PM
To: Spitalnick, Amy (OMB); Rebecca Katz (hilltoppublicsolutions.com); 'jfdc@akpdmedia.com'
Subject: Re: paid family leave

[REDACTED]

From: Spitalnick, Amy (OMB) [<mailto:SpitalnickA@omb.nyc.gov>]
Sent: Monday, May 11, 2015 12:32 PM
To: Walzak, Phil; Rebecca Katz (hilltoppublicsolutions.com); John Del Cecato <jfdc@akpdmedia.com>
Subject: Fw: paid family leave

From: Wilson, Reid <Reid.Wilson@washpost.com>
Sent: Monday, May 11, 2015 12:30 PM
To: Spitalnick, Amy (OMB)
Subject: paid family leave

Hi, Amy –

Thought I'd drop another line to check in on something: Mayor de Blasio supports paid family leave, but New York City employees don't get paid family leave – or birth control, or post-natal coverage for supplies – under the city's health care plan, which was grandfathered in under the ACA. Does he plan to push to give those employees the same benefits? Is there any legislation in the works?

Let me know, I'm writing this up in advance of tomorrow's announcement. And thanks for the time.

Reid

--

Reid Wilson
The Washington Post
W (202) 334-9893
C (202) 384-3196
@PostReid

From: [Leopold, Elana](#)
To: [B](#)
Cc: [@EO;](#) [REDACTED] [John Del Cecato](#)
Subject: NVM: Rep Grijalva
Date: Monday, May 11, 2015 2:39:22 PM

Rep. Raúl Grijalva

[REDACTED]

Thank you for the accommodations you are making so that peace in the valley can prevail in here in DC. Want to talk to you before the event about emphasis and agenda. If you can't reach me ask for Amy and she can find me.

Sent from my iPhone

From: [John Del Cecato](#)
To: [B](#)
Subject: Re: thanks for update
Date: Monday, May 11, 2015 3:00:01 PM

[REDACTED]

From: Bill de Blasio <BCCD@cityhall.nyc.gov>
Date: Monday, May 11, 2015 at 2:52 PM
To: John Del Cecato <jfdc@akpdmedia.com>
Subject: Re: thanks for update

[REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Monday, May 11, 2015 12:07 PM
To: B
Cc: Aaron PickrellEmail [REDACTED]; John Davis [REDACTED]; Hayley Prim [REDACTED]
Subject: FW: thanks for update

[REDACTED]

From: <Moe>, Kari <Kari.Moe@mail.house.gov>
Date: Monday, May 11, 2015 at 12:04 PM
To: John Del Cecato <jfdc@akpdmedia.com>
Subject: thanks for update

John: Thanks very much for your note and for working with us on tomorrow's event. Very pleased that debt free college and SSexpansion will be included in the Mayor's remarks. We are excited about the potential of the progressive coalition that you have organized for the launch. Look forward to working with you as we move forward.

Kari Moe
Chief of Staff
Congressman Keith Ellison

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Monday, May 11, 2015 11:52 AM
To: Moe, Kari
Subject: <no subject>

Hey Kari. Spoke to MBDB - and he wanted me to be sure to let you know that he'll be speaking to expanding Social Security and debt-free college in his opening remarks for tomorrow... Thanks for

everything - we're really excited to have Cong. Ellison there!!

From: [John Del Cecato](#)
To: [B](#)
Cc: [Snyder, Thomas](#)
Subject: FW: Any Update?
Date: Monday, May 11, 2015 4:45:33 PM

[REDACTED]

On 5/11/15, 4:34 PM, "Heather McGhee" <hmcghee@demos.org> wrote:

>I talked to Van and he said that BDB said that he would announce that SS
>expansion, debt-free college and mass incarceration would be added to the
>document by the end of the week.

>

>If you can confirm that, John, I am deeply relieved and will get back on
>the train both literally and figuratively to stand by the Mayor in DC
>tomorrow.

>

>Also, if the only thing pushing it back to the end of the week as opposed
>to tomorrow when the press is going to be generated is exact language and
>sign-off, I'm happy to help you with organizing there as much as I can.

>

>This has been a difficult process, but we are probably the stronger for
>it.

>

>Thanks,

>Heather

>

>

>

>> On May 11, 2015, at 3:20 PM, John Del Cecato <jfdc@akpdmedia.com> wrote:

>>

>> MBDB was scheduled to talk to Van at 230 - let me see if I can get a
>> readout...

>>

>>> On 5/11/15, 3:09 PM, "Heather McGhee" <hmcghee@demos.org> wrote:

>>>

>>> Thanks!

>>

From: [Snyder, Thomas](#)
To: [John Del Cecato](#)
Cc: [jeani murray](#); [Rebecca Katz \(hilltoppublicsolutions.com\)](#); [John Davis](#); [Hayley Prim](#); [Aaron Pickrell](#)
Subject: Re: Any Update?
Date: Monday, May 11, 2015 7:43:44 PM

[REDACTED]

Sent from my iPhone

On May 11, 2015, at 7:38 PM, John Del Cecato <jfdc@akpdmedia.com> wrote:

[REDACTED]

Begin forwarded message:

From: Peter Colavito <peter.colavito@seiu.org>
Date: May 11, 2015 at 6:48:01 PM EDT
To: Heather McGhee <hmcghee@demos.org>
Cc: John Del Cecato <jfdc@akpdmedia.com>, Deepak Bhargava <dbhargava@communitychange.org>
Subject: Re: Any Update?

Mary Kay will be there. Let us know how we can help too.
Thanks for
making this work.

Sent from my iPhone

On May 11, 2015, at 6:13 PM, Heather McGhee
<hmcghee@demos.org> wrote:

Hi John,

Glad to see the progress here, and to help as I can
this week. Any way that you can include the 3
issues in press statements announcing the event?

See you tomorrow at the presser.

-Heather

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

From: John Del Cecato
[<mailto:jfdc@akpdmedia.com>]

Sent: Monday, May 11, 2015 5:18 PM

To: Heather McGhee

Cc: Deepak Bhargava; Peter Colavito

Subject: Re: Any Update?

Yes!

Good conversation. MBDB just filled me in.

Here's what will happen.

1. MBDB will announce during his kick-off remarks that the document we have represents the first step - but that we spoken to members of our coalition in recent days about a few other key issues - from expanding Social Security, to debt-free college, to tackling mass incarceration.

2. We're committed to those issues as well, and will be working to add those topics to the agenda going forward.

3. The document you see here is the work of weeks of conversations, discussions, etc - it's a basis from which we're starting.

4. Starting Tuesday night, I need your help in crafting the best possible language (big and bold -

but also language that we can connect to a specific policy) on each of these matters.

5. Assuming we get that done pretty quickly (and I think we will), on Wednesday, we will send out to the full coalition (including a bunch of new signers - this thing keeps growing and growing - good news!)

6. Our HOPE is that everyone will sign on in relatively short order. But we DO have to have a process here - MBDB was clear about that. We cannot appear to be just foisting them on this. I don't FORESEE any issues - but if there are holdouts, I'm going to need you guys to help me get them on board as soon as possible. We really don't want to lose folks, if at all possible.

7. I'm hopeful that we can get answers quickly - but some of these organizations take some time, have to run by their boards, etc. So that's why I hesitate saying it will be totally done by Friday - but MBDB thought if we all buckled down & pushed hard (but politely), we could get a lot of responses very quickly - so let's make Friday our GOAL.

Does that make sense?

And thanks for your help here!

On 5/11/15, 4:34 PM, "Heather McGhee" <hmcghee@demos.org> wrote:

I talked to Van and he said that BDB said that he would announce that

SS expansion, debt-free college and mass incarceration would be added

to the document by the end of the week.

If you can confirm that, John, I am deeply relieved and will get back

on the train both literally and figuratively to stand by the Mayor in DC tomorrow.

Also, if the only thing pushing it back to the end of the week as

opposed to tomorrow when the press is going to be generated is exact

language and sign-off, I'm happy to help you with organizing there as much as I can.

This has been a difficult process, but we are probably the stronger for it.

Thanks,

Heather

On May 11, 2015, at 3:20 PM, John Del Cecato <jfdc@akpdmedia.com> wrote:

MBDB was scheduled to talk to Van at 230 - let me see if I can get a

readout...

On 5/11/15, 3:09
PM, "Heather
McGhee"
<hmcghee@demoss.org>
> wrote:

Thanks!

From: B
To: [REDACTED]
Cc: "jfdc@akpdmedia.com"; Leopold, Elana; de Alwis, Ronalie
Subject: Re: TPA and mayors
Date: Monday, May 11, 2015 7:46:22 PM

Mayor Pedro Segarra of Hartford formally signs onto the TPA. Use his name for tmrw

From: Hayley Prim [REDACTED]
Sent: Monday, May 11, 2015 09:54 AM
To: B
Cc: jfdc@akpdmedia.com <jfdc@akpdmedia.com>; Leopold, Elana; de Alwis, Ronalie
Subject: Re: TPA and mayors

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

On Mon, May 11, 2015 at 7:35 AM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: Hayley Prim [mailto:[REDACTED]]
Sent: Monday, May 11, 2015 07:35 AM
To: B
Cc: jfdc@akpdmedia.com <jfdc@akpdmedia.com>; Leopold, Elana; de Alwis, Ronalie
Subject: Re: TPA and mayors

[REDACTED]

On Monday, May 11, 2015, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

|

--

Hayley Prim

c:

[REDACTED]

--

Hayley Prim

[REDACTED]

From: [Hayley Prim](#)
To: [B](#)
Cc: jfdc@akpdmedia.com
Subject: Re: Status Update: 73 Signers, 42 Attendees
Date: Monday, May 11, 2015 8:04:24 PM

We have 80 signers and 42 attendees, names in bold are attending:

Fiscal Policy Institute	Deputy Director and Chief Economist	James	Parrott
Economic Policy Institute	Senior Economist	Eileen	Appelbaum
Austin	Mayor	Steve	Adler
Center for Economic and Policy Research	Co-Director	Dean	Baker
Newark	Mayor	Ras	Baraka
Portland, ME	Mayor	Michael	Brennan
Netroots Nation	Executive Director	Raven	Brooks
	Actor	Steve	Buscemi
	Actor	Alan	Cumming
Minnesota	Governor	Mark	Dayton
Philanthropist/ Fimmaker		Abigail	Disney
Economic Policy Institute	Founder	Jeff	Faux
		Danny	Glover
Center for Media and Democracy	Executive Director	Lisa	Graves
Jobs with Justice	Executive Director	Sarita	Gupta
Former Senator		Tom	Harkin
VoteVets.org	Veteran Outreach Coordinator	Rick	Hegdahl
United for a Fair Economy	Executive Director	Jeannette	Huezo
Interfaith Worker Justice	Executive Director	Rudy	Lopez
Progressive Strategies	Director	Mike	Lux
	FLONYC	Chirlane	McCray
	Actress	Cynthia	Nixon
University of California at Berkley	Chancellor's Professor	Robert	Reich
	Actor	Mark	Ruffalo
Columbia University	Economist/Director of Earth Institute	Jeff	Sachs
EffectiveNY	Chairman	Bill	Samuels
Actress		Susan	Sarandon
Hartford	Mayor	Pedro	Segarra
Unite Here	President	D	Taylor

AFL-CIO	President	Richard	Trumka
The Nation	Editor	Katrina	Vanden Heuvel
The Wessel Group	President	Michael	Wessel
Americans United for Change	President	Brad	Woodhouse
Childrens Defense Fund	President/Founder	Marian	Wright Edelman
Inequality.org	Managing Editor	Marjorie	Wood
New Jersey	U.S. Rep, PC Member	Bonnie	Watson Coleman
Campaign for America's Future	Co-Director	Robert	Borosage
New York	U.S. Rep, PC Member	Yvette	Clarke
Michigan	U.S. Rep, PC Member	John	Conyers
Democracy Partners	Partner	Robert	Creamer
National Low Income Housing Coalition	President	Sheila	Crowley
		Bill	de Blasio
Former Governor/Democracy for America	Founder	Howard	Dean
Connecticut	U.S. Rep, PC Member	Rosa	DeLauro
Unite Here	Former President, LA County	Maria Elena	Durazo
Minnesota	U.S. Rep, PC Member	Keith	Ellison
Pennsylvania	U.S. Rep, PC Member	Chaka	Fattah
NEA	President	Lily	Garcia
Steelworkers	President	Leo	Gerard
SEIU 1199	President	George	Gresham
Arizona	U.S. Rep, PC Member	Raul	Grijalva
Leadership Council on Civil and Human Rights	President and CEO	Wade	Henderson
SEIU	President	Mary Kay	Henry
Minneapolis	Mayor	Betsy	Hodges
Texas	U.S. Rep, PC Member	Sheila	Jackson-Lee
Dream Corps Unlimited		Van	Jones
California	U.S. Rep, PC Member	Barbara	Lee
Progressive Congress	President	Gabriela	Lemus
Iowa	U.S. Rep, PC Member	David	Loebsack
Massachusetts	U.S. Rep, PC Member	James	McGovern
Oregon	U.S. Senator	Jeff	Merkley
Economic Policy Institute	President	Lawrence	Mishel
National Council of La Raza		Janet	Murguia
New York	U.S. Rep, PC Member	Jerry	Nadler

Working America	Executive Director	Karen	Nussbaum
Young Democrats of America	President	Atima	Omara
National Nurses United	Co-President	Jean	Ross
AFSCME	President	Lee	Saunders
Oakland	Mayor	Libby	Schaaf
Illinois	U.S. Rep, PC Member	Jan	Schakowsky
NAN	President	Al	Sharpton
NYSNA	President	Judy	Sheridan- Gonzalez
Bend the Arc Jewish Action	Director	Hadar	Susskind
Patriot Majority	President	Craig	Varoga
AFT	President	Randi	Weingarten
Dayton	Mayor	Nan	Whaley
Progress Now	Executive Director	Arshad	Hasan
	Author	Linda	Tirado
CWA	President	Larry	Cohen

On Mon, May 11, 2015 at 7:50 PM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: Hayley Prim [mailto:[REDACTED]]
Sent: Friday, May 08, 2015 05:44 AM
To: B; Snyder, Thomas
Cc: Aaron Pickrell <[REDACTED]>; John Del Cecato <jfdc@akpdmmedia.com>; jeani murray [REDACTED]; John Davis [REDACTED]
Subject: Status Update: 73 Signers, 42 Attendees

Attendees listed in Bold. Those listed in red are sending a high level rep to the press conference as they cannot attend themselves.

Fiscal Policy Institute	Deputy Director and Chief Economist	James	Parrott
Economic Policy Institute	Senior Economist	Eileen	Appelbaum
Center for Economic and Policy Research	Co-Director	Dean	Baker
Newark	Mayor	Ras	Baraka
Netroots Nation	Executive Director	Raven	Brooks
	Actor	Steve	Buscemi
	Actor	Alan	Cumming
Minnesota	Governor	Mark	Dayton
Philanthropist/ Fimmaker		Abigail	Disney

Economic Policy Institute	Founder	Jeff	Faux
		Danny	Glover
Former Senator		Tom	Harkin
United for a Fair Economy	Executive Director	Jeannette	Huezo
Dream Corps Unlimited		Van	Jones
	FLONYC	Chirlane	McCray
	Actress	Cynthia	Nixon
University of California at Berkley	Chancellor's Professor	Robert	Reich
	Actor	Mark	Ruffalo
Columbia University	Economist/Director of Earth Institute	Jeff	Sachs
EffectiveNY	Chairman	Bill	Samuels
Actress		Susan	Sarandon
Unite Here	President	D	Taylor
AFL-CIO	President	Richard	Trumka
The Wessel Group	President	Michael	Wessel
Childrens Defense Fund	President/Founder	Marian	Wright Edelman
Center for Media and Democracy	Executive Director	Lisa	Graves
Inequality.org	Managing Editor	Marjorie	Wood
New Jersey	U.S. Rep, PC Member	Bonnie	Watson Coleman
Interfaith Worker Justice	Executive Director	Rudy	Lopez
SEIU	President	Mary Kay	Henry
Communities for Change	Executive Director	Deepak	Bhargava
Campaign for America's Future	Co-Director	Robert	Borosage
New York	U.S. Rep, PC Member	Yvette	Clarke
Democracry Partners	Partner	Robert	Creamer
National Low Income Housing Coalition	President	Sheila	Crowley
		Bill	de Blasio
Former Governor/Democracy for America	Founder	Howard	Dean
Connecticut	U.S. Rep, PC Member	Rosa	DeLauro
Unite Here	Former President, LA County	Maria Elena	Durazo
Minnesota	U.S. Rep, PC Member	Keith	Ellison
Pennsylvania	U.S. Rep, PC Member	Chaka	Fattah
NEA	President	Lily	Garcia
Steelworkers	President	Leo	Gerard
SEIU 1199	President	George	Gresham

Arizona	U.S. Rep, PC Member	Raul	Grijalva
Leadership Council on Civil and Human Rights	President and CEO	Wade	Henderson
Minneapolis	Mayor	Betsy	Hodges
Texas	U.S. Rep, PC Member	Sheila	Jackson-Lee
California	U.S. Rep, PC Member	Barbara	Lee
Progressive Congress	President	Gabriela	Lemus
Iowa	U.S. Rep, PC Member	David	Loeb sack
Progressive Strategies	Director	Mike	Lux
Demos	Executive Director	Heather	McGhee
Massachusetts	U.S. Rep, PC Member	James	McGovern
Oregon	U.S. Senator	Jeff	Merkley
Economic Policy Institute	President	Lawrence	Mishel
National Council of La Raza		Janet	Murguia
New York	U.S. Rep, PC Member	Jerry	Nadler
Working America	Executive Director	Karen	Nussbaum
Young Democrats of America	President	Atima	Omara
AFSCME	President	Lee	Saunders
Illinois	U.S. Rep, PC Member	Jan	Schakowsky
NAN	President	Al	Sharpton
NYSNA	President	Judy	Sheridan- Gonzalez
The Nation	Editor	Katrina	Vanden Heuvel
Patriot Majority	President	Craig	Varoga
AFT	President	Randi	Weingarten
Dayton	Mayor	Nan	Whaley
Americans United for Change	President	Brad	Woodhouse
Oakland	Mayor	Libby	Schaaf
	Author	Linda	Tirado
Progress Now	Executive Director	Arshad	Hasan
CWA	President	Larry	Cohen

--
Hayley Prim

--
Hayley Prim
c: [REDACTED]

From: B
To: [REDACTED]
Cc: [REDACTED]; "jfdc@akpdmedia.com"; Snyder, Thomas; [REDACTED]; Leopold, Elana
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM
Date: Monday, May 11, 2015 9:12:28 PM

Mayor Ed Murray signs on formally!! Add him to the list

From: Hayley Prim [mailto:[REDACTED]]
Sent: Sunday, May 10, 2015 04:15 PM
To: B
Cc: [REDACTED] <[REDACTED]>; jfdc@akpdmedia.com <jfdc@akpdmedia.com>; Snyder, Thomas; [REDACTED] <[REDACTED]>; Leopold, Elana
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

These are the cells I have listed below. [REDACTED]

Marty Walsh [REDACTED]

Ed Lee [REDACTED]

Ed Murray [REDACTED]

On Sun, May 10, 2015 at 4:07 PM, B <BCCD@cityhall.nyc.gov> wrote:

Mayor Steve Adler of Austin, TX just signed. [REDACTED]
[REDACTED]
[REDACTED]

From: Hayley Prim [mailto:[REDACTED]]
Sent: Sunday, May 10, 2015 11:28 AM
To: B
Cc: [REDACTED] <[REDACTED]>; jfdc@akpdmedia.com <jfdc@akpdmedia.com>; Snyder, Thomas; [REDACTED] <[REDACTED]>; Leopold, Elana
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

On Sunday, May 10, 2015, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: John Davis [mailto:[REDACTED]]
Sent: Wednesday, May 06, 2015 01:50 PM
To: John Del Cecato <jfdc@akpdmedia.com>; B; Snyder, Thomas; [REDACTED]
>
Cc: [REDACTED]; [REDACTED]; [REDACTED]
>; Leopold, Elana
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

On Wednesday, May 6, 2015 1:49 PM, John Del Cecato <jfdc@akpdmedia.com> wrote:

[REDACTED]

[REDACTED]

From: Bill de Blasio <BCCD@cityhall.nyc.gov>
Date: Wednesday, May 6, 2015 at 12:53 PM
To: "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>, "[REDACTED]"
[REDACTED]
>
Cc: Aaron PickrellEmail [REDACTED], John Davis [REDACTED], John
Del Cecato <jfdc@akpdmedia.com>, Hayley Prim <[REDACTED]>, "Leopold, Elana"
<ELEopold@cityhall.nyc.gov>
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

From: Snyder, Thomas
Sent: Wednesday, May 06, 2015 12:42 PM
To: <[REDACTED]> [REDACTED]m>
Cc: B; [REDACTED]; [REDACTED]
<[REDACTED]>
Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

Sent from my iPhone

On May 6, 2015, at 12:41 PM, jeani murray <[REDACTED]> wrote:

[REDACTED]

On Wednesday, May 6, 2015, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: jeani murray [mailto:[REDACTED]]

Sent: Wednesday, May 06, 2015 12:39 PM

To: B

Cc: [REDACTED] <[REDACTED]>; [REDACTED]

<[REDACTED]>; Snyder, Thomas

Subject: Re: Fw: TPA Calls Scheduled for today starting at 12:00PM

Wade Henderson, President and CEO of the Leadership Council on Civil and Human Rights - in and attending.

[REDACTED]

On Wednesday, May 6, 2015, B <BCCD@cityhall.nyc.gov> wrote:

Fyi

From: B

Sent: Wednesday, May 06, 2015 12:08 PM

To: [REDACTED] <[REDACTED]>

Cc: [REDACTED] <[REDACTED]>;

'jfdc@akpdmmedia.com' <jfdc@akpdmmedia.com>

Subject: Re: TPA Calls Scheduled for today starting at 12:00PM

Governor Dayton signs on! [REDACTED]

[REDACTED]

From: Hayley Prim [mailto:[REDACTED]]

Sent: Wednesday, May 06, 2015 10:52 AM

To: B

Cc: Elana Leopold <[REDACTED]>

Subject: TPA Calls Scheduled for today starting at 12:00PM

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

--

Hayley Prim

c: [REDACTED]

--

Hayley Prim

c: [REDACTED]

--

Hayley Prim

c: [REDACTED]

From: [B](#)
To: ["jfdc@akpdmedia.com"](mailto:jfdc@akpdmedia.com)
Subject: Fw: Test
Date: Monday, May 11, 2015 11:07:32 PM

Fyi. [REDACTED]

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

From: Van Jones
To: Bill de Blasio
Subject: Re: Test
Sent: May 8, 2015 6:38 PM

I will work with your team to find a good time tomorrow.
I apologize for not tracking the documents; we are putting together this Prince concert on Sunday, and I have been consumed with that and other Baltimore-related issues.
But I am not the only black leader who will be disappointed to see the key economic issue that is crushing our dreams omitted from a Bill DiBlasio document.
Women's, students' and immigrants' economic issues are rightfully included. But not the economic issue that has propelled the #BlackLivesMatter onto the global stage?
Why not include a simple bullet point on Families saying: "Invest in "schools not jails" -- and give people coming home from prison a second chance."

No economic vision that fails to address the mass incarceration crisis can be called progressive. Everyone from Cory Booker to the Koch Brothers (who are also not running for higher office) is embracing this cause. Even Hillary Clinton and Rand Paul!
You are the populist leader of the movement for economic justice. If YOU sideline or marginalize overly-incarcerated populations in YOUR economic vision, what does that say?
Please: as the most important economic champion in America, I implore you to acknowledge the economic crisis brought about by the New Jim Crow -- in the same way you are embracing the agenda of women, immigrants and students.
You know that I am your most passionate supporter -- because I know you are the only national leader who can credibly make the case for ALL of America's economic victims. That's who you represent in NYC.
I told Bloomberg News: "When we had a national security crisis, a NYC mayor stepped up to help the whole country. Now we have an national economic crisis, and a NYC mayor is stepping up again. That's Bill DiBlasio."
I believe in you, 110%. Pray about this, please. I will, too. And let's talk tomorrow. Van

Sent from my iPhone (TM)
On May 8, 2015, at 2:57 PM, "Bill de Blasio" <[REDACTED]> wrote:

Van, did you get this? Thanks - Bill

Sent via BlackBerry by AT&T

From: [John Del Cecato](#)
To: [B](#)
Subject: Re: Let's move forward
Date: Monday, May 11, 2015 11:27:21 PM

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

On 5/11/15, 11:06 PM, "B" <BCCD@cityhall.nyc.gov> wrote:

>

>Fyi

>

>-----Original Message-----

>From: Van Jones
>To: Bill de Blasio
>Subject: Let's move forward
>Sent: May 11, 2015 10:49 PM
>
>Mr. Mayor:
>
>Thank you for taking time to address the concerns that I and others have
>raised about The Progressive Agenda -- both the process and
>document-to-date.
>
>I have been in communication with numerous allies, including Deepak,
>Heather and Katrina from the original Gracie Mansion lunch. I have also
>talked with Rep. Keith Ellison, the Rev. Al Sharpton, Ben Jealous, Rashad
>Robinson from Color of Change and many other leaders from the
>African-American community in particular.
>
>After you and I talked today, I conveyed to them the following:
>
>1. You will not change the document in time for tomorrow's event.
>
>2. But you will announce at tomorrow's event that this document is a
>work-in-progress -- and that the coalition will strengthen the agenda by
>the end of the week to include ideas like criminal justice reform,
>debt-free college and social security.
>
>3. You will speak tomorrow specifically to the need for criminal justice
>reform as a part of economic justice, and so will I. You welcome
>suggestions for language to include in your remarks.
>
>4. Independent of The Progressive Agenda, you want to hear additional
>ways that you personally can promote criminal justice reform.
>
>We all agree that your proposal represents a constructive offer and a
>good-faith attempt to accommodate the many concerns that people have
>raised inside and outside of this process.
>
>Therefore, we do want to move forward. At the end of the week, we will
>re-evaluate whether sufficient progress has been made to remain
>supportive of this effort. In the meantime, all parties will continue
>working in their various ways to strengthen and improve the Agenda.
>
>I will be in touch with you in the late morning, with some suggestions on
>the criminal justice side.
>
>In closing: thank you for your leadership. We look forward to doing all
>we can to build trust and momentum in the days, weeks and months to come.
>
>Van
>
>
>--
>Check out our work: www.thedreamcorps.org
>#YesWeCode: www.yeswecode.org #cut50: www.cut50.org #GreenForAll:
>www.greenforall.org Follow ME: <http://twitter.com/VanJones68>
>You are a miracle. Nothing is impossible.
>

From: [John Del Cecato](#)
To: [Hayley Prim](#)
Cc: [REDACTED] [John Davis](#); [Rebecca Kirsznier Katz](#); [Grybauskas, Stefan](#); [Aaron Pickrell](#)
Subject: Re: Printing
Date: Tuesday, May 12, 2015 9:21:40 AM
Attachments: [MBDBremarksRooseveltFINAL.docx](#)
Importance: High

[REDACTED]

From: Hayley Prim <[REDACTED]>
Date: Tuesday, May 12, 2015 at 9:16 AM
To: John Del Cecato <jfdc@akpdmedia.com>
Cc: [REDACTED] <[REDACTED]>, John Davis <[REDACTED]>, Rebecca Katz [REDACTED], Stefan Grybauskas <sgrybauskas@cityhall.nyc.gov>, Aaron PickrellEmail [REDACTED] >
Subject: Re: Printing

+ Stefan and Aaron [REDACTED]

On Tue, May 12, 2015 at 9:12 AM, John Del Cecato <jfdc@akpdmedia.com> wrote:

[REDACTED]
[REDACTED]

> On May 12, 2015, at 8:20 AM, jeani murray [REDACTED] wrote:

>

> [REDACTED]

--

Hayley Prim

c: [REDACTED]

DRAFT REMARKS
Mayor Bill de Blasio
Roosevelt Institute event
Tuesday, May 12th
10:35 AM – 10:50 AM (15 minutes)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

█ [REDACTED]

█ [REDACTED]

At the same time, 46 percent of our population was living at or near the poverty line.

█ [REDACTED]

█ [REDACTED] – universal, full-day Pre-K...for every single child who wants it. We more than DOUBLED the number of young people with access to after-school programs.

- We secured paid sick leave for 500,000 additional New Yorkers. We extended the living wage to thousands more. More than 190,000 New Yorkers now have a municipal ID – and that number is rapidly growing.

█ [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

1 [REDACTED]

2 [REDACTED]

3 [REDACTED]

4 [REDACTED]

5 [REDACTED]

6 [REDACTED]

7 [REDACTED]

█ [REDACTED]

█ [REDACTED]

█ [REDACTED]

█ [REDACTED]

- In 2014, four so-called “Red States” passed a minimum wage increase.
- Just look at the Fight for 15 – a massive movement in 200 cities, with more than 60,000 people taking to the streets to fight for a minimum wage.

█ [REDACTED]

█ [REDACTED]

█ [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

###

From: [John Del Cecato](#)
To: [Nisha Anand](#)
Cc: [Hayley Prim](#); [Leopold Elana](#)
Subject: Re: RESPONSE NEEDED - Quick check in re: Van Jones
Date: Tuesday, May 12, 2015 11:46:42 AM

Yes - and we are putting out statement very soon

On May 12, 2015, at 11:46 AM, Nisha Anand <nisha@dreamcorps.us> wrote:

Hi Team,

I need to do a quick check to confirm that the Mayor received Van's last email with the suggestions he requested.

Just a quick confirm is great. Email is below.

Thanks and good luck today!! We are all very excited.

Nisha

FROM THIS MORNING:

On Tue, May 12, 2015 at 6:01 AM, Van Jones
<vanjones68@dreamcorps.us> wrote:

I am sorry. It took me some time to get buy-in from our many colleagues.

I have bolded the phrases that seem to be are key for your allies -- and for me. I added some language that I think would have real power coming from you.

Of course, in all cases, we trust and leave to your best judgment the final wording.

But please do consider announcing something like this today:

"As proud as we are of our work today, I want to acknowledge that this document still has room for some improvements.

So I will be working personally with coalition members this week to strengthen the document -- to include ideas like debt free college, expanding social security and criminal justice reform.

And on that last point: let me say this.

For the young people demonstrating -- mostly peacefully -- from Ferguson, to NYC, to Baltimore, the issues of excessive criminalization and over-incarceration are not just civil rights issues. They are squarely

economic issues.

For example, blacks are six times more likely to go to prison for using marijuana than whites -- even though both groups use marijuana at exactly the same rate.

Those prison sentences add up to a big economic impact on black families. It makes it harder for them get into the middle class and stay there.

Then, when a family member comes home, he or she often finds that she cannot get a job, rent an apartment or even get a student loan. She remains trapped in an economic prison -- possibly for the rest of her life.

Many dollars spent on prisons and jails might have been better spent on education and jobs, in the first place.

That's why the need to end mass incarceration has become the great cause of a rising generation.

It should become a great cause for all of us, too.

Therefore, I want to announce something that is important to me.

In addition to my work with this coalition, I will be working closely with Van Jones, Ben Jealous and others to help ensure that leaders across the political spectrum take up the cause of criminal justice reform.

For our economy, for communities of color and for our nation as a whole -- this cause matters.

Again, thank you for your leadership.

van--

FROM YESTERDAY

On Mon, May 11, 2015 at 7:49 PM, Van Jones
<vanjones68@dreamcorps.us> wrote:

Mr. Mayor:

Thank you for taking time to address the concerns that I and others have raised about The Progressive Agenda -- both the process and document-to-date.

I have been in communication with numerous allies, including Deepak, Heather and Katrina from the original Gracie Mansion lunch. I have also talked with Rep. Keith Ellison, the Rev. Al Sharpton, Ben Jealous, Rashad Robinson from Color of Change and many other leaders from the African-American community in particular.

After you and I talked today, I conveyed to them the following:

1. You will not change the document in time for tomorrow's event.
2. But you will **announce** at tomorrow's event that this document is a **work-in-progress** -- and that the coalition will strengthen the agenda by the end of the week to include ideas like criminal justice reform, debt-free college and social security.
3. You will speak tomorrow specifically to the need for criminal justice reform **as a part of** economic justice, and so will I. You welcome suggestions for language to include in your remarks.
4. Independent of The Progressive Agenda, you want to hear additional ways that you personally can promote criminal justice reform.

We all agree that your proposal represents a constructive offer and a good-faith attempt to accommodate the many concerns that people have raised inside and outside of this process.

Therefore, we do want to move forward. At the end of the week, we will re-evaluate whether sufficient progress has been made to remain supportive of this effort. In the meantime, all parties will continue working in their various ways to strengthen and improve the Agenda.

I will be in touch with you in the late morning, with some suggestions on the criminal justice side.

In closing: thank you for your leadership. We look forward to doing all we can to build trust and momentum in the days, weeks and months to come.

Van

From: [John Del Cecato](#)
To: [Singleton, Jessica](#); [Hagelgans, Andrea](#); [Walzak, Phil](#)
Cc: [Richardson, Jerika](#); [REDACTED]; [Rodriguez, Tobias \(Media\)](#)
Subject: Re: TPA tweet
Date: Tuesday, May 12, 2015 1:15:01 PM

[REDACTED]

From: <Singleton>, Jessica <JSingleton@cityhall.nyc.gov>
Date: Tuesday, May 12, 2015 at 1:14 PM
To: John Del Cecato <jfdc@akpdmedia.com>, "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov>, "Walzak, Phil" <PWalzak@cityhall.nyc.gov>
Cc: "Richardson, Jerika" <JLRichardson@cityhall.nyc.gov>, Hayley Prim <[REDACTED]>, "Rodriguez, Tobias (Media)" <tobrodriguez@digital.nyc.gov>
Subject: RE: TPA tweet

+ Tobias. [REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Tuesday, May 12, 2015 1:15 PM
To: Hagelgans, Andrea; Walzak, Phil
Cc: Singleton, Jessica; Richardson, Jerika; [REDACTED]
Subject: Re: TPA tweet

[REDACTED]

Money spent on prisons better spent on education, jobs. Will work with @TheRevAl @VanJones68 @hmcghee to end mass incarceration.
#p2Agenda

From: <Hagelgans>, "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov>
Date: Tuesday, May 12, 2015 at 1:03 PM
To: John Del Cecato <jfdc@akpdmedia.com>, "Walzak, Phil" <PWalzak@cityhall.nyc.gov>
Cc: "Singleton, Jessica" <JSingleton@cityhall.nyc.gov>, "Richardson, Jerika" <JLRichardson@cityhall.nyc.gov>, Hayley Prim [REDACTED]
Subject: Re: TPA tweet

[REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Tuesday, May 12, 2015 01:03 PM
To: Walzak, Phil; Hagelgans, Andrea
Cc: Singleton, Jessica; Richardson, Jerika; Hayley Prim [REDACTED]>
Subject: Re: TPA tweet

[REDACTED]

[REDACTED]

[REDACTED]

From: <Walzak>, Phil <PWalzak@cityhall.nyc.gov>

Date: Tuesday, May 12, 2015 at 12:50 PM

To: John Del Cecato <jfdc@akpdmedia.com>, "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov>

Cc: "Singleton, Jessica" <JSingleton@cityhall.nyc.gov>, "Richardson, Jerika" <JLRichardson@cityhall.nyc.gov>

Subject: TPA tweet

[REDACTED]

[REDACTED]

From: [Walzak, Phil](#)
To: ["John Del Cecato"](#); [Singleton, Jessica](#); [Hagelgans, Andrea](#)
Cc: [Richardson, Jerika](#); [REDACTED]; [Rodriguez, Tobias \(Media\)](#)
Subject: RE: TPA tweet
Date: Tuesday, May 12, 2015 1:16:55 PM

[REDACTED]
[REDACTED]

From: John Del Cecato [mailto:jfdc@akpdmedia.com]
Sent: Tuesday, May 12, 2015 1:18 PM
To: Walzak, Phil; Singleton, Jessica; Hagelgans, Andrea
Cc: Richardson, Jerika; [REDACTED]; Rodriguez, Tobias (Media)
Subject: Re: TPA tweet

[REDACTED]

From: <Walzak>, Phil <PWalzak@cityhall.nyc.gov>
Date: Tuesday, May 12, 2015 at 1:14 PM
To: "Singleton, Jessica" <JSingleton@cityhall.nyc.gov>, John Del Cecato <jfdc@akpdmedia.com>, "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov>
Cc: "Richardson, Jerika" <JLRichardson@cityhall.nyc.gov>, Hayley Prim <[REDACTED]>, "Rodriguez, Tobias (Media)" <tobrodriguez@digital.nyc.gov>
Subject: RE: TPA tweet

[REDACTED]

From: Singleton, Jessica
Sent: Tuesday, May 12, 2015 1:14 PM
To: 'John Del Cecato'; Hagelgans, Andrea; Walzak, Phil
Cc: Richardson, Jerika; [REDACTED]; Rodriguez, Tobias (Media)
Subject: RE: TPA tweet

+ Tobias. [REDACTED]

From: John Del Cecato [mailto:jfdc@akpdmedia.com]
Sent: Tuesday, May 12, 2015 1:15 PM
To: Hagelgans, Andrea; Walzak, Phil
Cc: Singleton, Jessica; Richardson, Jerika; [REDACTED]
Subject: Re: TPA tweet

[REDACTED]

Money spent on prisons better spent on education, jobs. Will work with @TheRevAl @VanJones68 @hmcghee to end mass incarceration.
#p2Agenda

From: <Hagelgans>, "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov>

Date: Tuesday, May 12, 2015 at 1:03 PM

To: John Del Cecato <jfdc@akpdmedia.com>, "Walzak, Phil" <PWalzak@cityhall.nyc.gov>

Cc: "Singleton, Jessica" <JSingleton@cityhall.nyc.gov>, "Richardson, Jerika" <JLRichardson@cityhall.nyc.gov>, Hayley Prim [REDACTED] >

Subject: Re: TPA tweet

[REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]

Sent: Tuesday, May 12, 2015 01:03 PM

To: Walzak, Phil; Hagelgans, Andrea

Cc: Singleton, Jessica; Richardson, Jerika; Hayley Prim [REDACTED]

Subject: Re: TPA tweet

[REDACTED]

From: <Walzak>, Phil <PWalzak@cityhall.nyc.gov>

Date: Tuesday, May 12, 2015 at 12:50 PM

To: John Del Cecato <jfdc@akpdmedia.com>, "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov>

Cc: "Singleton, Jessica" <JSingleton@cityhall.nyc.gov>, "Richardson, Jerika" <JLRichardson@cityhall.nyc.gov>

Subject: TPA tweet

[REDACTED]

[REDACTED]

From: [Walzak, Phil](#)
To: [Rodriguez, Tobias \(Media\)](#); [John Del Cecato](#)
Cc: [Singleton, Jessica](#); [Hagelgans, Andrea](#); [Richardson, Jerika](#); [REDACTED]
Subject: RE: TPA tweet
Date: Tuesday, May 12, 2015 1:17:18 PM

[REDACTED]
-----Original Message-----

From: Tobias Rodriguez [<mailto:tobrodriguez@digital.nyc.gov>]
Sent: Tuesday, May 12, 2015 1:18 PM
To: John Del Cecato
Cc: Singleton, Jessica; Hagelgans, Andrea; Walzak, Phil; Richardson, Jerika; [REDACTED]
Subject: Re: TPA tweet

Tweeting now.

Money spent on prisons better spent on education, jobs. Will work with @TheRevAl @VanJones68 @hmcghee to end mass incarceration. #p2Agenda

Sent from my iPhone

On May 12, 2015, at 1:16 PM, John Del Cecato <jfdc@akpdmedia.com<<mailto:jfdc@akpdmedia.com>>> wrote:

[REDACTED]
From: <Singleton>, Jessica <JSingleton@cityhall.nyc.gov<<mailto:JSingleton@cityhall.nyc.gov>>>
Date: Tuesday, May 12, 2015 at 1:14 PM
To: John Del Cecato <jfdc@akpdmedia.com<<mailto:jfdc@akpdmedia.com>>>, "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov<<mailto:AHagelgans@cityhall.nyc.gov>>>, "Walzak, Phil" <PWalzak@cityhall.nyc.gov<<mailto:PWalzak@cityhall.nyc.gov>>>
Cc: "Richardson, Jerika" <JLRichardson@cityhall.nyc.gov<<mailto:JLRichardson@cityhall.nyc.gov>>>, Hayley Prim [REDACTED] <[REDACTED]>>, "Rodriguez, Tobias (Media)" <tobrodriguez@digital.nyc.gov<<mailto:tobrodriguez@digital.nyc.gov>>>
Subject: RE: TPA tweet

+ Tobias. [REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Tuesday, May 12, 2015 1:15 PM
To: Hagelgans, Andrea; Walzak, Phil
Cc: Singleton, Jessica; Richardson, Jerika; [REDACTED] <[mailto:\[REDACTED\]](mailto:[REDACTED])>
Subject: Re: TPA tweet

[REDACTED]
Money spent on prisons better spent on education, jobs. Will work with @TheRevAl @VanJones68 @hmcghee to end mass incarceration. #p2Agenda

From: <Hagelgans>, "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov<<mailto:AHagelgans@cityhall.nyc.gov>>>
Date: Tuesday, May 12, 2015 at 1:03 PM
To: John Del Cecato <jfdc@akpdmedia.com<<mailto:jfdc@akpdmedia.com>>>, "Walzak, Phil" <PWalzak@cityhall.nyc.gov<<mailto:PWalzak@cityhall.nyc.gov>>>
Cc: "Singleton, Jessica" <JSingleton@cityhall.nyc.gov<<mailto:JSingleton@cityhall.nyc.gov>>>, "Richardson, Jerika" <JLRichardson@cityhall.nyc.gov<<mailto:JLRichardson@cityhall.nyc.gov>>>, Hayley Prim [REDACTED] <[mailto:\[REDACTED\]](mailto:[REDACTED])>
Subject: Re: TPA tweet

[REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Tuesday, May 12, 2015 01:03 PM
To: Walzak, Phil; Hagelgans, Andrea
Cc: Singleton, Jessica; Richardson, Jerika; Hayley Prim
<[REDACTED]> <[m](#)>
Subject: Re: TPA tweet

[REDACTED]

[REDACTED]

From: <Walzak>, Phil <PWalzak@cityhall.nyc.gov<<mailto:PWalzak@cityhall.nyc.gov>>>
Date: Tuesday, May 12, 2015 at 12:50 PM
To: John Del Cecato <jfdc@akpdmedia.com<<mailto:jfdc@akpdmedia.com>>>, "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov<<mailto:AHagelgans@cityhall.nyc.gov>>>
Cc: "Singleton, Jessica" <JSingleton@cityhall.nyc.gov<<mailto:JSingleton@cityhall.nyc.gov>>>, "Richardson, Jerika" <JLRichardson@cityhall.nyc.gov<<mailto:JLRichardson@cityhall.nyc.gov>>>
Subject: TPA tweet

[REDACTED]

From: [Grybauskas, Stefan](#)
To: [Leopold, Elana](#)
Cc: ["jfdc@akpdmedia.com"](#); [Hagelgans, Andrea](#); [Freeman, Demetrius](#); [Gann, Georgia](#); [REDACTED]
Subject: Re: Tuesday SOP- DC
Date: Tuesday, May 12, 2015 2:45:39 PM

They are still setting up. We will hold in cars until set.

Stefan Grybauskas
Associate Director of Advance
Office of the Mayor
City of New York
C: 347-515-5874

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

From: Grybauskas, Stefan
Sent: Tuesday, May 12, 2015 02:37 PM
To: Leopold, Elana
Cc: 'jfdc@akpdmedia.com' <jfdc@akpdmedia.com>; Hagelgans, Andrea; Freeman, Demetrius; Gann, Georgia; [REDACTED] <[REDACTED]>; @EO
Subject: Re: Tuesday SOP- DC

We have a sticker to put on him as well.

Says "the progressive agenda"

Stefan Grybauskas
Associate Director of Advance
Office of the Mayor
City of New York
C: 347-515-5874

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

From: Leopold, Elana
Sent: Tuesday, May 12, 2015 02:36 PM
To: Grybauskas, Stefan
Cc: jfdc@akpdmedia.com <jfdc@akpdmedia.com>; Hagelgans, Andrea; Freeman, Demetrius; Gann, Georgia; [REDACTED] <[REDACTED]>; @EO
Subject: Re: Tuesday SOP- DC

He did

Sent from my iPhone

> On May 12, 2015, at 2:36 PM, Grybauskas, Stefan <SGrybauskas@cityhall.nyc.gov> wrote:
>
> Put sunscreen on
>
>
> Stefan Grybauskas
> Associate Director of Advance
> Office of the Mayor
> City of New York
> C: 347-515-5874
>

> ----- Original Message -----

> From: Grybauskas, Stefan

> Sent: Tuesday, May 12, 2015 02:35 PM

> To: Leopold, Elana

> Cc: 'jfdc@akpdmedia.com' <jfdc@akpdmedia.com>; Hagelgans, Andrea; Freeman, Demetrius; Gann, Georgia; [REDACTED]; [REDACTED]; @EO

> Subject: Re: Tuesday SOP- DC

>

> No one can exit cars until after sweep

>

>

> Stefan Grybauskas

> Associate Director of Advance

> Office of the Mayor

> City of New York

> C: 347-515-5874

>

> ----- Original Message -----

> From: Grybauskas, Stefan

> Sent: Tuesday, May 12, 2015 02:34 PM

> To: Leopold, Elana

> Cc: 'jfdc@akpdmedia.com' <jfdc@akpdmedia.com>; Hagelgans, Andrea; Freeman, Demetrius; Gann, Georgia; [REDACTED]; [REDACTED]; @EO

> Subject: Re: Tuesday SOP- DC

>

> Howard Dean has arrived. Plan is for Mayor to pull in, cars will be swept(everyone remains), he holds in car until presser is ready.

>

>

> Stefan Grybauskas

> Associate Director of Advance

> Office of the Mayor

> City of New York

> C: 347-515-5874

>

> ----- Original Message -----

> From: Leopold, Elana

> Sent: Tuesday, May 12, 2015 09:57 AM

> To: Grybauskas, Stefan

> Cc: jfdc@akpdmedia.com <jfdc@akpdmedia.com>; Hagelgans, Andrea; Freeman, Demetrius; Gann, Georgia; [REDACTED]; [REDACTED]; @EO

> Subject: Re: Tuesday SOP- DC

>

> Coming up in elevator

>

> Sent from my iPhone

>

>> On May 12, 2015, at 9:46 AM, Leopold, Elana <LEopold@cityhall.nyc.gov> wrote:

>>

>> En route

>>

>> Sent from my iPhone

>>

>>> On May 12, 2015, at 9:41 AM, Leopold, Elana <LEopold@cityhall.nyc.gov> wrote:

>>>

>>> Off plane

>>> Will be en route shortly

>>>

>>> Sent from my iPhone

>>>

>>>> On May 12, 2015, at 9:40 AM, Grybauskas, Stefan <SGrybauskas@cityhall.nyc.gov> wrote:
>>>>
>>>> Pls let me know when you are en route. I am in the back printing
>>>>
>>>>
>>>> Stefan Grybauskas
>>>> Associate Director of Advance
>>>> Office of the Mayor
>>>> City of New York
>>>> C: 347-515-5874
>>>>
>>>> ----- Original Message -----
>>>> From: Leopold, Elana
>>>> Sent: Tuesday, May 12, 2015 09:29 AM
>>>> To: John Del Cecato <jfdc@akpdmedia.com>; Hagelgans, Andrea; Freeman, Demetrius; Gann, Georgia; Grybauskas, Stefan; [REDACTED] >; @EO
>>>> Subject: Re: Tuesday SOP- DC
>>>>
>>>> Still on plane
>>>>
>>>> We're having issues getting to the gate
>>>>
>>>> Sent from my iPhone
>>>>
>>>>> On May 12, 2015, at 9:08 AM, Leopold, Elana <ELEopold@cityhall.nyc.gov> wrote:
>>>>>
>>>>> We have landed
>>>>>
>>>>> Sent from my iPhone
>>>>>
>>>>>> On May 12, 2015, at 8:18 AM, Leopold, Elana <ELEopold@cityhall.nyc.gov> wrote:
>>>>>>
>>>>>> Wheels up
>>>>>>
>>>>>> Sent from my iPhone
>>>>>>
>>>>>>> On May 12, 2015, at 7:55 AM, Leopold, Elana <ELEopold@cityhall.nyc.gov> wrote:
>>>>>>>
>>>>>>> Boarded plane
>>>>>>>
>>>>>>> Apparently there's no power or something but hopefully we will be taking off shortly
>>>>>>>
>>>>>>> Sent from my iPhone
>>>>>>>
>>>>>>>> On May 12, 2015, at 7:25 AM, Leopold, Elana <ELEopold@cityhall.nyc.gov> wrote:
>>>>>>>>
>>>>>>>> Good morning!
>>>>>>>>
>>>>>>>> En route to the airport
>>>>>>>>
>>>>>>>> Sent from my iPhone

From: [Grybauskas, Stefan](#)
To: [Leopold, Elana](#)
Cc: ["jfdc@akpdmedia.com"; Hagelgans, Andrea; Freeman, Demetrius; Gann, Georgia; \[REDACTED\]; @EO; Yazgi, Stephanie](#)
Subject: Re: Tuesday SOP- DC
Date: Tuesday, May 12, 2015 6:58:35 PM

There is like 5 people here so we will prep in the lobby

Stefan Grybauskas
Associate Director of Advance
Office of the Mayor
City of New York
C: 347-515-5874

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

From: Leopold, Elana
Sent: Tuesday, May 12, 2015 06:55 PM
To: Grybauskas, Stefan
Cc: jfdc@akpdmedia.com <jfdc@akpdmedia.com>; Hagelgans, Andrea; Freeman, Demetrius; Gann, Georgia; [REDACTED] <[REDACTED]>; @EO; Yazgi, Stephanie
Subject: Re: Tuesday SOP- DC

En route to st Regis

Sent from my iPhone

> On May 12, 2015, at 2:45 PM, Grybauskas, Stefan <SGrybauskas@cityhall.nyc.gov> wrote:
>
> They are still setting up. We will hold in cars until set.
>
>
> Stefan Grybauskas
> Associate Director of Advance
> Office of the Mayor
> City of New York
> C: 347-515-5874
>
> ----- Original Message -----
> From: Grybauskas, Stefan
> Sent: Tuesday, May 12, 2015 02:37 PM
> To: Leopold, Elana
> Cc: 'jfdc@akpdmedia.com' <jfdc@akpdmedia.com>; Hagelgans, Andrea; Freeman, Demetrius; Gann, Georgia; [REDACTED]; [REDACTED]; @EO
> Subject: Re: Tuesday SOP- DC
>
> We have a sticker to put on him as well.
>
> Says "the progressive agenda"
>
>
> Stefan Grybauskas
> Associate Director of Advance
> Office of the Mayor
> City of New York
> C: 347-515-5874
>

> ----- Original Message -----
> From: Leopold, Elana
> Sent: Tuesday, May 12, 2015 02:36 PM
> To: Grybauskas, Stefan
> Cc: jfdc@akpdmedia.com <jfdc@akpdmedia.com>; Hagelgans, Andrea; Freeman, Demetrius; Gann, Georgia; [REDACTED] <[REDACTED]>; @EO
> Subject: Re: Tuesday SOP- DC
>
> He did
>
> Sent from my iPhone
>
>> On May 12, 2015, at 2:36 PM, Grybauskas, Stefan <SGrybauskas@cityhall.nyc.gov> wrote:
>>
>> Put sunscreen on
>>
>>
>> Stefan Grybauskas
>> Associate Director of Advance
>> Office of the Mayor
>> City of New York
>> C: 347-515-5874
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>> ----- Original Message -----
>> From: Grybauskas, Stefan
>> Sent: Tuesday, May 12, 2015 02:35 PM
>> To: Leopold, Elana
>> Cc: 'jfdc@akpdmedia.com' <jfdc@akpdmedia.com>; Hagelgans, Andrea; Freeman, Demetrius; Gann, Georgia; [REDACTED] <[REDACTED]>; @EO
>> Subject: Re: Tuesday SOP- DC
>>
>> No one can exit cars until after sweep
>>
>>
>> Stefan Grybauskas
>> Associate Director of Advance
>> Office of the Mayor
>> City of New York
>> C: 347-515-5874
>>
>> ----- Original Message -----
>> From: Grybauskas, Stefan
>> Sent: Tuesday, May 12, 2015 02:34 PM
>> To: Leopold, Elana
>> Cc: 'jfdc@akpdmedia.com' <jfdc@akpdmedia.com>; Hagelgans, Andrea; Freeman, Demetrius; Gann, Georgia; [REDACTED] <[REDACTED]>; @EO
>> Subject: Re: Tuesday SOP- DC
>>
>> Howard Dean has arrived. Plan is for Mayor to pull in, cars will be swept(everyone remains), he holds in car until presser is ready.
>>
>>
>> Stefan Grybauskas
>> Associate Director of Advance
>> Office of the Mayor
>> City of New York
>> C: 347-515-5874
>>
>> ----- Original Message -----
>> From: Leopold, Elana

>> Sent: Tuesday, May 12, 2015 09:57 AM
>> To: Grybauskas, Stefan
>> Cc: jfdc@akpdmedia.com <jfdc@akpdmedia.com>; Hagelgans, Andrea; Freeman, Demetrius; Gann, Georgia; [REDACTED]; [REDACTED]; @EO
>> Subject: Re: Tuesday SOP- DC
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>> Coming up in elevator
>>
>> Sent from my iPhone
>>
>>> On May 12, 2015, at 9:46 AM, Leopold, Elana <ELEopold@cityhall.nyc.gov> wrote:
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>>> En route
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>>> Sent from my iPhone
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>>>> On May 12, 2015, at 9:41 AM, Leopold, Elana <ELEopold@cityhall.nyc.gov> wrote:
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>>>> Off plane
>>>> Will be en route shortly
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>>>> Sent from my iPhone
>>>>
>>>>> On May 12, 2015, at 9:40 AM, Grybauskas, Stefan <SGrybauskas@cityhall.nyc.gov> wrote:
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>>>>> Pls let me know when you are en route. I am in the back printing
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>>>>>
>>>>> Stefan Grybauskas
>>>>> Associate Director of Advance
>>>>> Office of the Mayor
>>>>> City of New York
>>>>> C: 347-515-5874
>>>>>
>>>>> ----- Original Message -----
>>>>> From: Leopold, Elana
>>>>> Sent: Tuesday, May 12, 2015 09:29 AM
>>>>> To: John Del Cecato <jfdc@akpdmedia.com>; Hagelgans, Andrea; Freeman, Demetrius; Gann, Georgia; Grybauskas, Stefan; [REDACTED]; [REDACTED]; @EO
>>>>> Subject: Re: Tuesday SOP- DC
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>>>>> Still on plane
>>>>>
>>>>> We're having issues getting to the gate
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>>>>>>>> On May 12, 2015, at 7:55 AM, Leopold, Elana <ELEopold@cityhall.nyc.gov> wrote:

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>>>>>>>
>>>>>>> Good morning!
>>>>>>>
>>>>>>> En route to the airport
>>>>>>>
>>>>>>> Sent from my iPhone

From: [John Del Cecato](#)
To: [B](#)
Cc: [Yazgi, Stephanie](#); [Carey, Michael](#); [Schwartz, Regina](#); [REDACTED]
Subject: Re: Mayor of san jose
Date: Friday, May 15, 2015 7:06:58 PM

[REDACTED]

> On May 15, 2015, at 6:03 PM, B <BCCD@cityhall.nyc.gov> wrote:

>

>

> [REDACTED]

>

>

> ----- Original Message -----

> From: Yazgi, Stephanie

> Sent: Friday, May 15, 2015 02:33 PM

> To: B; Carey, Michael; Schwartz, Regina

> Subject: RE: Mayor of san jose

[REDACTED]

>

> -----Original Message-----

> From: B

> Sent: Friday, May 15, 2015 5:33 PM

> To: Yazgi, Stephanie; Carey, Michael; Schwartz, Regina

> Subject: Re: Mayor of san jose

>

>

> [REDACTED]

>

>

> ----- Original Message -----

> From: Yazgi, Stephanie

> Sent: Friday, May 15, 2015 02:29 PM

> To: Carey, Michael; B; Schwartz, Regina

> Subject: RE: Mayor of san jose

>

> More info here from Georgia Gann:

>

> Immigration: Mayor Liccardo joined MBdB on the 5th Circuit amicus brief in support of the President's Executive Action on Immigration

>

> Transportation: He is viewed as a leader in transportation in his region, currently serving on the regional transportation planning board (Metropolitan Transportation Commission) with Oakland Mayor Libby Schaaf. As a city councilmember, he served as the Chair of the Santa Clara Valley Transportation Authority where he advocated for two successful countywide transit ballot measures responsible for bringing BART to San José. He participated in the April 9th Stand Up for Transportation Day, leading a large regional event at San Jose University, and signed on as an in-district supporter to the May 13th Mayors Transportation Advocacy Day.

>

> Affordable housing and other:

>

> From 2007-2014, he represented San José's Third District on the San José City Council, one of the most diverse communities in the city, where he focused on improving public safety, revitalizing the Downtown, expanding affordable housing, and making San José an environmental leader.

>

> Prior to winning election to City Council, Sam served in the Santa Clara County District Attorney's Office as a prosecutor of sexual assault and child exploitation crimes and as a federal prosecutor. His work in the community includes teaching political science at San José State University, co-founding a program ("1,000 Hearts for 1,000 Minds") to expand tutoring for low-income elementary school students, supporting the launch of the innovative college preparatory school (Cristo Rey San José) to launch low-income students to a college-going path and serving on the boards of several affordable housing organizations.

>

> Note: Mayor Liccardo went to Harvard from 1993-1996 where he earned a law degree and a master's in public policy.

>

> -----Original Message-----

> From: Carey, Michael

> Sent: Friday, May 15, 2015 5:19 PM

> To: B; Yazgi, Stephanie; Schwartz, Regina

> Subject: Re: Mayor of san jose

>

> BACKGROUND

> Sam Liccardo (Democrat) was elected the 65th mayor of San José on Nov. 4, 2014. From 2007-2014, he represented San José's third district on the San José city council, one of the most diverse communities in the city, where he focused on improving public safety, revitalizing the downtown, expanding affordable housing, and making San José an environmental leader.

> .

> Prior to winning election to city council, Sam served in the Santa Clara county district attorney's office as a prosecutor of sexual assault and child exploitation crimes and as a federal prosecutor.

> .

> His

> work in the community includes teaching political science at San José state University, co-founding a program ("1,000 hearts for 1,000 minds") to expand tutoring for low-income elementary school students, supporting the launch of the innovative college preparatory school (Cristo Rey San José) to launch low-income students to a college-going path, serving on the boards of several affordable housing organizations, and advocating for two successful countywide transit ballot measures responsible for bringing BART to San José.

> .

> Sam attended Georgetown University and

> graduate magna cum laude in 1991. Two years later, he enrolled at Harvard Law School and Harvard's Kennedy School of Government, and graduated with a law degree and a master's degree in public policy in 1996, when he returned to the bay area.

>

>

> RECENT NEWS

>

> LICCARDO ANNOUNCES INITIATIVES TO INCREASE POLICE ACCOUNTABILITY AND INCREASE PUBLIC TRUST ³In response to concerns arising from San Jose Police Department data suggesting to racially disparate detention and search rates, San Jose Mayor Sam Liccardo has announced his intention to push forward with several initiatives to assure additional accountability and maintain public trust in the Department's actions. ³We have the nation's most professional, highly-trained police officers,² Liccardo noted, ³but we can do better, and when it comes to issues of race and policing, we must vigilantly seek every opportunity to do so.² Specifically, Liccardo advocates a four-point plan to address concerns about bias and policing. ³First,² he proposes, ³I will identify the funding in my June Budget Message to purchase and fully deploy body-worn cameras on every patrol officer in this coming fiscal year.² Liccardo first publicly proposed use of body-worn cameras in 2012, and has urged the SJPD to accelerate its extensive study and repeated pilot efforts.²

>

> MAYOR LICCARDO JOINS NATIONAL BIPARTISAN CAMPAIGN TO CALL ON CONGRESS TO PASS TRANSPORTATION BILL

>

> ³San José faces a \$504 million backlog just to bring our local roads into a state of good repair. Moreover, the lack of a long-term federal funding bill jeopardizes San José¹'s effort to complete the BART project, thereby discouraging private sector investment. With a lack of a commitment on the federal level, the local business investment and job creation is stifled in San José and nationwide. To be sure, a long-term, fully funded transportation bill must include robust investment for all modes of transportation.²

>

> OAKLAND, SAN JOSE MAYORS, AWARDED GRANTS TO REDUCE POVERTY ³The Cities for Financial Empowerment Fund has awarded the Next Generation Municipal Empowerment Award to San Jose Mayor Sam Liccardo, Oakland Mayor Libby Schaaf and leaders of three other cities: Boston; New Haven, Connecticut; and Shreveport, Louisiana. Liccardo said the money would go toward the San Jose Works program, which is set to launch this summer. The \$1 million program employs teenagers from ages 15 to 21 at local retailers and businesses.

>

> The mayor said the
> city was working with private employers to give the teens jobs. Many companies also made financial donations to the program, which is expected to employ

> 800

> teens this summer.²

>

>

>

>

>> On 5/15/15, 2:08 PM, "B" <BCCD@cityhall.nyc.gov> wrote:

>>

>>

>>

>>

>>

>

From: [John Del Cecato](#)
To: [Leopold, Elana](#)
Cc: [Hayley Prim](#); [Aaron Pickrell](#)Email
Subject: FW: FINAL Rewriting the Rules
Date: Monday, May 11, 2015 11:34:01 AM
Attachments: [Rewriting the Rules Report Final.pdf](#)

From: David Palmer <dpalmer@rooseveltinstitute.org>

Date: Monday, May 11, 2015 at 11:04 AM

To: John Del Cecato <jfdc@akpdmedia.com>, Aaron PickrellEmail <[REDACTED]>

Subject: FINAL Rewriting the Rules

John & Aaron,

Final attached. EMBARGOED until 9am Tuesday. Thanks.

Are you guys coming down for this?

Thanks again for everything.

Best,

Dave

— — —
Dave Palmer
VP & Nat'l Director, Four Freedoms Center
Roosevelt Institute
c: [917.482.7251](tel:917.482.7251)

REWRITING THE RULES OF THE AMERICAN ECONOMY

AN AGENDA FOR GROWTH AND SHARED PROSPERITY

A REPORT BY JOSEPH E. STIGLITZ
CHIEF ECONOMIST, ROOSEVELT INSTITUTE

Until economic and social rules work for all Americans, they're not working. Inspired by the legacy of Franklin and Eleanor, the Roosevelt Institute reimagines the rules to create a nation where everyone enjoys a fair share of our collective prosperity.

We are a 21st century think tank bringing together multiple generations of thinkers and leaders to help drive key economic and social debates and have local and national impact.

EXECUTIVE SUMMARY	7
INTRODUCTION	11
THE CURRENT RULES	23
MORE MARKET POWER, LESS COMPETITION	24
THE GROWTH OF THE FINANCIAL SECTOR	28
THE 'SHAREHOLDER REVOLUTION,' THE RISE OF CEO PAY, AND THE SQUEEZING OF WORKERS	33
LOWER TAXES FOR THE WEALTHY	36
THE END OF FULL-EMPLOYMENT MONETARY POLICY	40
THE STIFLING OF WORKER VOICE	43
THE SINKING FLOOR OF LABOR STANDARDS	46
RACIAL DISCRIMINATION	49
REWRITING THE RULES	57
MAKE MARKETS COMPETITIVE	58
FIX THE FINANCIAL SECTOR	62
INCENTIVIZE LONG-TERM BUSINESS GROWTH	68
REBALANCE THE TAX AND TRANSFER SYSTEM	70
MAKE FULL EMPLOYMENT THE GOAL	73
EMPOWER WORKERS	77
EXPAND ACCESS TO LABOR MARKETS AND OPPORTUNITIES FOR ADVANCEMENT	80
EXPAND ECONOMIC SECURITY AND OPPORTUNITY	84
APPENDIX: OVERVIEW OF RECENT INEQUALITY TRENDS	93
ENDNOTES	100

ACKNOWLEDGEMENTS

This report was authored by

Joseph E. Stiglitz,
Chief Economist & Senior Fellow,
Roosevelt Institute

with coauthors
(in alphabetical order)

- » Nell Abernathy, Roosevelt Institute
- » Adam Hersh, Roosevelt Institute
- » Susan Holmberg, Roosevelt Institute
- » Mike Konczal, Roosevelt Institute

and research assistant

- » Eric Harris Bernstein, Roosevelt Institute

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(in alphabetical order)

- » Carola Binder, University of California Berkeley
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EXECUTIVE SUMMARY

Inequality is not inevitable: it is a choice we make with the rules we create to structure our economy. Over the last 35 years, America's policy choices have been grounded in false assumptions, and the result is a weakened economy in which most Americans struggle to achieve or maintain a middle-class lifestyle while a small percentage enjoy an increasingly large share of the nation's wealth. Though these lived experiences and personal challenges are important, they are only the tip of the iceberg that is the crisis of slow income growth and rising inequality. To fully understand the scope of the problem, we must also examine the array of laws and policies that lie beneath the surface—the rules that determine the balance of power between public and private, employers and workers, innovation and shared growth, and all the other interests that make up the modern economy.

Given the scale and interconnected nature of the issues we face, a tentative, piecemeal response will not suffice. Instead, this report lays out both a new framework for understanding the current structure of our economy and a comprehensive policy agenda that rewrites the rules to promote stronger growth and broadly shared prosperity.

The United States bills itself as the land of opportunity, a place where anyone can achieve success and a better life through hard work and determination. But in fact, the U.S. today lags behind most other developed nations in measures of inequality and economic mobility. For decades, wages have stagnated for the majority of workers while economic gains have disproportionately gone to the top 1 percent. Good jobs that provide access to the middle class are increasingly scarce, while essentials like education, housing, and health care are growing ever more expensive. Deeply rooted structural discrimination continues to hold down women and people of color, and more than one-fifth of all American children now live in poverty, meaning that these trends are on track to become even worse in the future. To solve these problems, we must better understand the causes of today's

Dominant economic frameworks over the past 35 years—like “trickle-down” economics, and the idea that markets work perfectly on their own—paved the way for an onslaught of policies that decimated America's middle class. This paper presents an evidence-backed alternative framework:

- ▶ Markets are shaped by laws, regulations, and institutions. Rules matter.
- ▶ The rules determine how fast the economy grows, and who shares in the benefits of that prosperity.
- ▶ Concentrated wealth can hurt economic performance. Under the right rules, shared prosperity and strong economic performance reinforce each other. There is no trade-off.
- ▶ A tentative, piecemeal policy response to help the neediest will not suffice. We must rewrite the rules of the economy with a focus on restoring a balance of power between the competing interests that make up the modern economy.

inequality, and traditional economics provides little guidance.

For decades, economists have claimed that there is a tradeoff between inequality and economic performance; in other words, that we can only promote greater equality by sacrificing growth. Further, they have argued that overarching trends including globalization and technological progress make increased inequality inevitable. Their answer, then, is not to redistribute wealth to those at the bottom but to implement policies that direct more income to those at the top—the true drivers of the economy.

Since the late 1970s, U.S. policymakers have tailored the rules to suit this old economic model. As a result, we have a tax system that raises insufficient revenue and encourages the pursuit of short-term gains over long-term investment; weak and unenforced regulation of corporations; a de facto public safety net for too-big-to-fail financial institutions; a dwindling support system for workers and families; and a reorientation of monetary and fiscal policy to promote wealth rather than full employment. Rather than strengthening the economy, these choices have led to lower growth, repeated downturns including the worst crisis since the Great Depression, the shrinking of the middle class, and increased concentration of wealth at the top. It's time for something different.

Our economy is a large and complex system, and in order to solve the problems with that system, we must aim to fix the economy as a whole. The financial crisis of 2008 and the Great Recession that followed exposed the inadequacy of the old economic models; the new research and thinking that has emerged as a result suggests that equality and economic performance are in fact complementary rather than opposing forces. No more false choices: changing course won't be easy in the current environment, but we can choose to fix the rules structuring our system. By doing so, we can restore the balance between government, business, and labor to create an economy that works for everyone. Building on the innovative legacy of the New Deal, this report describes a far-reaching, two-fold agenda to tame the growth of wealth among the top 1 percent and establish rules and institutions that ensure security and opportunity for the middle class. Highlights of this agenda include:

TAMING THE TOP

FIX THE FINANCIAL SECTOR

- ▶ End “too big to fail” by imposing additional capital surcharges on systemically risky financial institutions and breaking up firms that cannot produce credible living wills.
- ▶ Better regulate the shadow banking sector.
- ▶ Bring greater transparency to all financial markets by requiring all alternative asset managers to publicly disclose holdings, returns, and fee structures.
- ▶ Reduce credit and debit card fees through improved regulation of card providers and enhanced competition.
- ▶ Enforce existing rules with stricter penalties for companies and corporate officials that break the law.
- ▶ Reform Federal Reserve governance to reduce conflicts of interest and institute more open and accountable elections.

INCENTIVIZE LONG-TERM BUSINESS GROWTH

- ▶ Restructure CEO pay by closing the performance-pay tax loophole and increasing transparency on the size of compensation packages relative to performance and median worker pay and on the dilution as a result of grants of stock options.
- ▶ Enact a financial transaction tax to reduce short-term trading and encourage more productive long-term investment.
- ▶ Empower long-term stakeholders through the tax code, the use of so-called “loyalty shares,” and greater accountability for managers of retirement funds.

MAKE MARKETS COMPETITIVE

- ▶ Restore balance to intellectual property rights to encourage innovation and entrepreneurship.

- ▶ Restore balance to global trade agreements by ensuring investor protections are not prioritized above protections on the environment and labor, and increasing transparency in the negotiation process.
- ▶ Provide health care cost controls by allowing government bargaining.
- ▶ Expand a variant of chapter 11 bankruptcy to homeowners and student borrowers.

REBALANCE THE TAX AND TRANSFER SYSTEM

- ▶ Raise the top marginal rate by converting all reductions to tax credits and limiting the use of credits.
- ▶ Raise taxes on capital gains and dividends.
- ▶ Encourage U.S. investment by taxing corporations on global income.
- ▶ Tax undesirable behavior such as short-term trading or polluting and eliminate corporate welfare and other tax expenditures that foster inefficiency and inequality.

GROWING THE MIDDLE

MAKE FULL EMPLOYMENT THE GOAL

- ▶ Reform monetary policy to give higher priority to full employment.
- ▶ Reinvigorate public investment to lay the foundation for long-term economic performance and job growth, including by investing in large-scale infrastructure renovation: a 10-year campaign to make the U.S. a world leader in innovation, manufacturing, and jobs.
- ▶ Invest in large-scale infrastructure renovation with a 10-year campaign to make the U.S. a world infrastructure innovation, manufacturing, and jobs leader.
- ▶ Expand public transportation to promote equal access to jobs and opportunity.

EMPOWER WORKERS

- ▶ Strengthen the right to bargain by easing legal barriers to unionization, imposing stricter

penalties on illegal anti-union intimidation tactics, and amending laws to reflect the changing workplace.

- ▶ Have government set the standards by attaching strong pro-worker stipulations to its contracts and development subsidies.
- ▶ Increase funding for enforcement and raise penalties for violating labor standards.
- ▶ Raise the nationwide minimum wage and increase the salary threshold for overtime pay.

EXPAND ACCESS TO LABOR MARKETS AND OPPORTUNITIES FOR ADVANCEMENT

- ▶ Reform the criminal justice system to reduce incarceration rates and related financial burdens for the poor.
- ▶ Reform immigration law to provide a pathway to citizenship for undocumented workers.
- ▶ Legislate universal paid sick and family leave.
- ▶ Subsidize child care to benefit children and improve women's workforce participation.
- ▶ Promote pay equity and eliminate legal obstacles that prevent employees from sharing salary information.
- ▶ Protect women's access to reproductive health services.

EXPAND ECONOMIC SECURITY AND OPPORTUNITY

- ▶ Invest in young children through child benefits, early education, and universal pre-K.
- ▶ Increase access to higher education by reforming tuition financing, restoring protections to student loans, and adopting universal income-based repayment.
- ▶ Make health care affordable and universal by opening Medicare to all.
- ▶ Expand access to banking services through a postal savings bank.
- ▶ Create a public option for the supply of mortgages.
- ▶ Expand Social Security with a supplemental public investment program modeled on private Individual Retirement Accounts, and raise the payroll cap to increase revenue.

INTRODUCTION

The American economy no longer works for most Americans. We pride ourselves on being the land of opportunity and creating the first middle-class society, yet profound and largely overlooked changes have put the middle-class life increasingly out of reach for the majority of Americans. At the same time, we have enabled a small percentage of the population to take home the lion's share of economic gains.

The rapidly rising inequality in the United States over the past generation disturbs and baffles economists and politicians because it is unlike anything our economic models predict or our experience of the mid-20th century led us to expect.

What is causing this dysfunction? Economists have gone back to textbook models and examined reams of data to try to understand what is happening. Some point to technological change or globalization. Some posit that government has shackled the free enterprise system and hobbled business. Some say that our economy is simply rewarding the risk takers and job creators who have earned the riches coming their way. None of these arguments gets it right. This report, which sets out a new framework for understanding and addressing current economic trends, makes the following points:

- ▶ Skyrocketing incomes for the 1 percent and stagnating wages for everyone else are not independent phenomena, but rather two symptoms of an impaired economy that rewards gaming the system more than it does hard work and investment.
- ▶ As America has created more inequality than other advanced countries, opportunity has also been undermined. The American dream increasingly appears to be a myth, and this should not come as a surprise: economies with high levels of income inequality and wealth inequality tend to have low levels of equality of opportunity.
- ▶ The roots of this dysfunction lie deep in the rules and power dynamics that have prioritized corporate power and short-term

gains at the expense of long-term innovation and growth.

- ▶ The outcomes shaped by these rules and power dynamics do not make the economy stronger; indeed, many make it weaker.
- ▶ A minimalist agenda that treats only the worst consequences of inequality will not rewrite the rules and restructure the power dynamics that are driving stagnating wages and sputtering growth.
- ▶ We can rewrite the rules that shape our economy to improve prospects for more Americans while also enhancing economic performance.
- ▶ The effects of the growth of inequality over the past third of a century won't be undone overnight, and there are no silver bullets. However, there are policies that can once again put the sought-after but increasingly unattainable middle-class lifestyle within the grasp of most Americans.

With these points in mind, we need to think through what the government does and does not do, with a renewed focus on how each affects inequality. Instead of taking a minimalist approach, we have to tackle the rules and power dynamics that shape our daily lives.

We must understand that reducing inequality is not just a matter of *redistribution*. Economic policies affect the distribution of income both before and after taxes and transfers. The tax system, for instance, may encourage some inequality-generating activities at the expense of others. As we shall see, this is not just a theoretical possibility; it describes what has happened in the United States.

► **Rules** are the regulatory and legal frameworks that make up the economy, like those affecting property ownership, corporate formation, labor law, copyright, antitrust, monetary, tax, and expenditure policy, and other economic structures. They also include the institutions that perpetuate discrimination, including structural discrimination—an entire system of rules, regulations, expenditure policies, and normative practices that exclude populations from the economy and economic opportunity.¹ Unequal socio-economic outcomes for women and people of color are rooted in this kind of structural discrimination, in addition to other forms of bias.

In traditional analyses based on models of perfect markets, we often assume away the rules of the game. It is as if markets existed in a vacuum, structured by some natural law, and all that the economist needs to do to understand changes in the economy is to study the shapes of the demand and supply curves and the forces determining their shifts over time.

But few markets are perfectly competitive; therefore outcomes depend in part on

market power, and rules affect this power. Bargaining power, for instance, determines who benefits the most from labor negotiations, and that power is affected by the strength of unions, the legal and economic environment, and how globalization is structured. In markets with imperfect competition, firms have their own form of market power: the power to set prices. Likewise, the political power of various groups determines their ability to have the rules of the market written and enforced in their favor.

Our challenge, then, is to rewrite the rules to work for everyone. To do so, we must re-learn what we thought we knew about how modern economies work. We must also devise new policies to eliminate the distortions that pervade our financial sector, our corporate rules, our macroeconomic, monetary, tax, expenditure, and competition policies, our labor relations, and our political structures. It is important to engage all of these challenges simultaneously, since our economy is a system and these elements interact. This will not be easy; we must push to achieve these fundamental changes at a time when the American people have lost faith in their government's ability to act in service of the common good.

The problems we face today are in large part the result of economic decisions we made—or failed to make—beginning in the late 1970s. The changes occurring in our economy, politics, and society have been dramatic, and there is a corresponding sense of urgency in this report. We cannot afford to go forward with minor tweaks and hope that they do the trick. We know the answer: they will not, and the suffering that will occur in the meantime is unconscionable. And, as we explain, this is not just about the present, but the future. The policies of today are

“baking in” the America of 2050: unless we change course, we will be a country with slower growth, ever more inequality, and ever less equality of opportunity.

Inequality has been a choice, and it is within our power to reverse it.

WHAT THE OLD MODELS GOT WRONG

The economic experiences of the last 35 years have pulled the rug out from under many of our traditional conceptions of economic theory and the trajectory of economic growth. When President Kennedy said that “a rising tide lifts all boats,” he gave voice to a theory of progress that had guided thinking in economics and policy for years.² In the 1950s Nobel laureate Simon Kuznets suggested that, while inequality would increase in the initial stages of any economy's development, it would eventually decrease as an economy became more advanced.³ While Kuznets' observation accurately described the dramatic decrease in inequality for several decades after the start of World War II, history since the 1970s contradicts his hypothesis.⁴ During the last few decades, the benefits of economic growth have disproportionately gone to the top 20 percent of the population while the share of national income going to the bottom 99 percent has fallen.⁴ Incomes, especially for men, have stagnated during this time.⁵ More urgently, between 2010 and 2013, even as the economy was supposed to be in a recovery, median wages fell further.⁶ We now know that developed economies can rise without lifting all boats.

Over the longer run, there could, of course, be either increases or decreases in the distribution of income as changes in the savings rate, population growth rate, and technology affect whether there is capital deepening (an increase in the ratio of capital to effective labor). However, as we argue, it is difficult for these factors to explain observed changes in inequality.

MARKET POWER

noun

1. The ability to set both the terms of market exchange and the rules that govern them.

Our economic world has been rocked as well by new understandings of the relationship between inequality and economic performance. In the past, this was typically viewed as a tradeoff: we could only have more equality at the cost of a reduction in economic performance. Arthur Okun, chairman of the Council of Economic Advisers under President Lyndon Johnson, once described the apparent inverse relationship between efficiency and equality as the “big tradeoff.”⁷ At that time the focus on achieving greater equality was redistribution (more progressive taxes and transfers). These, it was thought, would adversely affect incentives, and this would undermine economic performance. Thus, one could lessen the degree of inequality primarily

Inequality has been a choice, and it is within our power to reverse it.

by sacrificing economic performance.⁸ But new evidence shows that nations can successfully combat inequality without harming, and perhaps even while promoting, economic performance.⁹

Since the late '70s, we have seen a decline in our growth rate, four significant economic downturns—including the worst since the Great Depression—and an increasing share of the limited growth that has occurred going to the top, with stagnant incomes for many and a hollowing out of the middle class. Evidently, trickle-down economics—increasing incomes at the top in the hope that everyone will benefit—has not worked. The new view is that trickle-up economics—building out the economy from the middle—is more likely to bring success; in other words, equality and economic performance are complements, not substitutes.

The demise of these tenets of conventional wisdom has profound consequences. It tells us that we cannot take shared growth for granted, and that we do not need to circumscribe our efforts to promote shared growth simply out of fear that such efforts will necessarily damage economic performance. Recent research has identified the many channels through which greater inequality hurts economic performance, and why it is that higher GDP growth does not necessarily benefit large swaths of the population.¹⁰

This new view emphasizes that policies that focus only on the symptoms of our dysfunctional economy—for instance, on remedying the worst extremes of inequality—will not change the way today's economy is structured nor tackle the reasons that our economy seems to generate more inequality than the economies of any other advanced countries. The experience of the last 35 years, across many nations, suggests that rules of finance, corporate governance,

and international trade all can be rewritten to promote growth and shared prosperity rather than channel more wealth and opportunity toward those who already have the most.

Textbook models trying to explain inequality focus on a simple theory: each individual receives returns commensurate with his or her social contributions. Differences in individuals' incomes are then related to differences in productivity, skills, and effort, and changes in the distribution are attributed, for instance, to changes in technology and to investments in human and physical capital. Therefore, some of the wage inequality that emerged in the latter part of the 20th century was attributed to “skill-biased” technological change, the fact that changes in technology put a greater premium on certain skills, and that individuals with those skills did better than the rest. This explanation meant that there was a mismatch between the needs of the new technologies and our labor force. These were important insights, and certain policies followed: providing a larger proportion of the population with these skills would reduce inequality.

But there are serious deficiencies in these theories, as we will explain in an appendix. Skill-biased technological change, for example, cannot explain why the premium to higher education has flattened over the past decade, or why highly skilled workers have had to move into lower-skilled jobs. Nor can it explain the magnitude of the rise of pay at the top—including CEOs and those in the financial sector—or the yawning gap between the growth in productivity of workers as a whole and average wages. Normally, wages and productivity growth move in tandem. But for the last third of a century this has not been true.

Of course, inequality and unequal growth are complex phenomena caused by a number of

factors. Technology, globalization, shifting demographics, and other major forces are important, and parsing out the relative contributions of different factors is not simple. But these forces are largely global in nature. If they are the primary drivers, all advanced countries should be similarly affected. But among OECD countries, the U.S. has higher levels of inequality than all but Mexico, Chile, and Turkey, so the explanation for the outcomes we see cannot lie solely in global factors. Moreover, not even the effects of global forces are out of our control. Their impact can be changed significantly by the policy decisions we make. Given the failings of the older models, we have an alternative explanation for the extreme inequality we see today.

AN EMERGING APPROACH: THE IMPORTANCE OF INSTITUTIONS AND CORRECTING STRUCTURAL IMBALANCE

Our institutionalist approach is based on two simple economic observations: rules matter and power matters. This approach began with a set of academic observations. Over the past four decades, economists have increasingly drawn attention to the many ways that the standard model, which assumes perfect information, perfect competition, perfect risk markets, and perfect rationality, fails to provide an adequate description of various markets in our economy. Researchers including myself, George Akerloff, Michael Spence, Jean Tirole, and others have

won Nobel prizes for work on information asymmetries and imperfections, bargaining theory and imperfections of competition, behavioral economics, and institutional analysis. These works provide a whole new perspective on the functioning of labor, product, and financial markets, and essentially show that institutions and rules are required to force markets to behave competitively, for the benefit of all. And even when markets are competitive, there can be “market failures,” important instances which government intervention is required to ensure efficient and socially desirable outcomes.

That theory has been substantiated by a number of real-life events. The economic crisis of 2008 and the Great Recession that followed demonstrated that the promise of a deregulated market economy was empty. Only through concerted government action, in the form of an \$800 billion bailout, were the banks and the market sustained.¹¹ Further, saving the financial system did not trickle down to ordinary mortgage holders or average workers, who lost over 4 million homes and whose real median income declined nearly 8 percent between 2007 and 2013.¹²

Our institutionalist approach is based on two simple economic observations: rules matter and power matters.

In sum, while both the traditional and institutionalist economic approaches explain some of what has been going on, the latter theory, which focuses on structural factors, is increasingly compelling.

WEALTH AND INEQUALITY

Economists are developing a new set of theories in an effort to explain the profound imbalance we see in today's economy, in particular the rise in wealth relative to income. In *Capital in the 21st Century*, Thomas Piketty argues that $r > g$ —meaning the return to capital is greater than the growth rate of the overall economy—and that wealth grows faster than income as a result. This means that, if the return to capital does not decline (and he argues that it has not), increasing inequality is the inevitable consequence of capitalism's historical evolution. Piketty's contributions to the debate, and the data he amasses, are important. But we believe that $r > g$ is not quite the right explanation, or at least not the full explanation, for the runaway growth in wealth and income inequality at the top that Piketty so thoroughly documents.

One cannot either theoretically or empirically explain the growing gap between wealth and income as the result of steady accumulation of capital goods through savings out of ordinary income. Moreover, if an increase in the amount of productive capital were responsible for the increase in wealth, we should also have seen an increase in average wages and a decline in the return to capital. Neither of these has been observed.

Much of the increase in wealth is attributable to the increase in the value of fixed assets and not the reflection of an increase in productive value. The most

obvious and widespread example is the massive rise in real estate values. If the value of real estate increases thanks only to the rising price of the property it sits upon and not to physical improvements, this does not lead to a more productive economy; no workers have been hired, no wages paid, no investments made. In economic terms this gain is simply a “land rent.” Some of this increase in the property value is a natural consequence of urbanization, but much is due to the *financialization* of the economy, including the increased supply of credit—credit that typically goes to those that already have wealth. Land rents are the most obvious source of rents in the economy, but economists have identified many others, including drug pricing, copyrights, and other forms of intellectual property.

The capitalized value of rents gives rise to wealth, and so if rents increase, so will wealth. If monopoly power increases, monopoly profits will increase, and so too will the value of the monopolies—the measured wealth of the economy. But the productivity of the economy will decrease, and so too will the value of wages adjusted for inflation. Inequality will also increase.

Forthcoming theoretical work to be released by

FINANCIALIZATION

noun

1. The growth of the financial sector, its increased power over the real economy, the expansion of concentrated wealth, and the ways the values and practices of the financial sector have shaped the rest of society.

RENT-SEEKING

noun

1. The practice of obtaining wealth not through economically valuable activity but by extracting it from others. For example, a monopoly overcharging for its products.

the Roosevelt Institute points out that there are many other examples of such “exploitation” rents, and that changes in the rules that structure the economy can lead—and plausibly have led—to an increase in these rents and their capitalized value. For instance, if the concentration of the banking system increases such that more banks are “too big to fail,” the value of banks will increase, not because they will become more efficient, but because their monopoly power and the expected present discounted value of a government bailout will increase. In this analysis, we make a distinction between capital and wealth. Only an increase in the former necessarily encourages growth; therefore, the productive capacity of the economy may not be increasing in tandem with measured wealth. In fact, productive capacity may be falling even as wealth is increasing. ⁴

To right the economic imbalance, to reduce inequality and promote healthy growth in the real economy, we must attack the sources of those rents.

This is not about the politics of envy. The evidence of the last 35 years and the lessons of stagnation and low-wage recovery since the 2008 financial crisis show that we cannot prosper if our economic system does not create shared prosperity. This report is about how we can make our economy, our democracy, and our society work better for all Americans.

HOW WE GOT HERE

In the last 30 years, sometimes under the radar, our economy, politics, and society have shifted. Where there was once a balance of powers between the private sector, labor institutions, and government, we now have forces pulling us in the direction of greater inequality. This means weak demand and reduced growth. It also means less long-term investment in education and research and development, and thus less innovation.

These forces ultimately undermine the American Dream, the belief that if you work hard and play by the rules you will succeed. Today, the life prospects of young Americans are determined largely by the income or education of their parents. We once stood out as a country that provided the greatest opportunity to succeed; now we stand out as one of the advanced economies that provide the least mobility.

This failure to provide a fair start and a good life for our children is of particular concern. The fact that in America today 22 percent of all children live in poverty—including 39 percent of African-American children and 32 percent of Latino children—is not only a moral issue but an economic one. ⁵ If we do not invest in our children, our workers, and our nation today, we will stay on track for slower growth, higher inequality, and less opportunity in the future.

Our economy was more balanced in the decades prior to 1980 and functioned remarkably well during the middle of the 20th century. Faced with the disaster of the Great Depression, Franklin D. Roosevelt put into place a series of major policy changes to counteract the overwhelming and harmful effects of unregulated banks and stock markets. The Federal Deposit Insurance Corporation ensured the safety of



Franklin D. Roosevelt signing the Glass-Steagall Act of 1933.

bank deposits; the Glass-Steagall Act separated deposit-taking from investment activities, so that banks couldn't use federally insured money for high-risk speculation; the Securities and Exchange Commission enforced market and securities laws; and the National Labor Relations Act gave workers the right to bargain collectively. The combination created what John Kenneth Galbraith called "countervailing power" and enabled the country to avoid financial crisis for half a century.⁶ In this golden age of capitalism the country's economy grew faster than in any other era, and while incomes grew at the top, middle, and bottom, those at the bottom saw their incomes grow faster than those at the top.

Of course, even in the golden age of capitalism, markets and the economy were not perfect. Systematic discrimination against women and people of color meant that large groups of Americans were shuttled into low-wage jobs, like domestic or janitorial work, that were not protected by unionization. African-Americans were excluded from higher education and home loan programs designed to provide opportunity to middle-income Americans.

Deprivations faced in one generation had consequences for later generations. Beginning in the 1950s, the civil rights movement fought for and made progress on desegregation, anti-discrimination, and voting access. Mobility increased during that generation, but these steps forward have not been enough. Progress has been met by obstacles, and mobility has stalled. In the 1980s, driven by supply-side economic theories developed during the previous decade, American policymakers began to deregulate.¹⁷ They also lowered taxes on top earners and capital gains, allegedly to encourage more work and savings. The premise was that lowering taxes would increase growth, tax revenues would increase, and all would benefit. The results were disappointing: the hoped-for supply side responses were not forthcoming, tax revenues fell, and we experienced lower growth and more instability in the subsequent decades.

The 1990s and 2000s brought other sweeping changes. In these years, the deregulated finance sector incentivized short-termism among corporations. Much of the growth we saw in the 1990s turned out to be unstable, built on asset bubbles—first the tech bubble, then the housing bubble. The "great moderation" turned out to be a phantasm: instead of new economic insights (for instance concerning the conduct of monetary policy) leading to a better-managed economy, we had more instability, slower growth, and more inequality.

At the same time, there were changes in technology and globalization, the closer integration of the countries of the world. These advances were supposed to increase standards of living, not pose a threat to middle-class life, and they might have done that had we managed them well. But the widely accepted premise was that unfettered markets would automatically make all of us better off, and that premise turned out to be woefully wrong. While globalization and technology brought

SHORT-TERMISM

noun

1. The post-1980s model of corporate governance that focuses on short-term profits and returns to shareholders as opposed to investment in long-term sustainability, innovation, and growth.

more interdependence to world markets, the lack of safeguards against a race to the bottom in labor costs meant significant job losses in the American economy and downward pressure on wages. Together with the increased financialization of the U.S. economy, these forces also contributed to the decline of the vertically integrated manufacturing or product-oriented firm.⁸ The result of all these factors is today's high-rent, high-exploitation, low-wage American economy.

Today many seeds of hope lie in the innovative revolutions of the 1990s and 2000s: the distributed technologies enabled by the Internet, the promises of nanotechnology, and the profound possibilities of biotechnology and personalized medicine. To date, we have seen growth in some fields, the makings of strong companies, and real fortunes built on the power of the Internet. But the most important economic question is whether these technologies can help us distribute more growth, opportunity, and well-being to more people. Can the Internet and its yet-untapped innovative potential become the 21st century equivalent of the 20th century's manufacturing sector for Americans across income levels? Or will it add to the high-rent economy we currently face? We have seen many benefits from web technology, but we haven't yet seen it drive broadly shared prosperity. Indeed, some new technologies may tend to lead to more concentration of income, wealth, and power.

This is our challenge: For the promise of innovation to be realized, we must first solve the legacy of problems left to us by 35 years of supply-side thinking and the corresponding set of rules that has reshaped all aspects of our economy and society.

OUR STORY OF TODAY'S ECONOMY

We have developed a 21st century American economy defined by low wages and high rents. Yet the rules and power dynamics embedded in today's economy are not always visible. Think of slow income growth and rising inequality as an iceberg:

- The visible tip of the iceberg is everyone's **daily experience of inequality**: small paychecks, insufficient benefits, and insecure futures.
- Just underneath the surface are the drivers of this lived experience. These are hard to see but vitally important: **the laws and policies that structure the economy** and create inequality. These include a tax system that raises insufficient revenue, discourages long-term investment, and rewards speculation and short-term gains; lax regulation and enforcement of rules to make corporations accountable; and the demise of rules and policies that support children and workers.
- At the base are the **large global forces** that underlie all modern economies—drivers like technology, globalization, and demographics. These are forces to be reckoned with, but even the biggest global trends, while clearly shapers of the economy, can be shaped and pushed toward better outcomes.

The tip of the iceberg is what we see and experience. It is the most important thing to

voters and politicians; it is our daily lives. But it is carried along by a mass of market-structuring forces that determine the economic and political balance of power and create winners and losers. Just as the part of the iceberg that is below the surface sinks ships, this mass of rules is what is sinking the American middle class.

Often policymakers, advocates, and the public focus only on interventions against the visible tip of the iceberg. In our political system, grand proposals to redistribute income to the most vulnerable and to curb the influence of the most powerful are reduced to modest policies like an earned income tax credit or transparency around executive pay. Further, some policymakers decry the value of any interventions, suggesting that the forces at the base of the iceberg are too momentous and overwhelming to control—that globalization and prejudice, climate change and technology are exogenous forces that



This defeatist mentality concludes that the underlying forces of our economy can't be tackled. We disagree.

policy cannot address. Had we curbed excesses in housing finance, this thinking goes, the financial sector would have found some other way of creating a bubble. If we curb one form of executive pay, companies will find more sophisticated routes to reward their CEOs.

This defeatist mentality concludes the underlying forces of our economy *can't* be tackled. We disagree. There is little we can do if we don't take the laws, rules, and global forces head on. The premise of this report is that we can reshape the middle of the iceberg—the intermediating structures that determine how global forces manifest themselves.

This means that we cannot improve economic security and opportunity without tackling the technocratic realms of labor law, corporate governance, financial regulation, trade agreements, codified discrimination, monetary policy, and taxation.

The focus here on the rules of the economy and the power to set them isn't a call for the government to get out of the way. There is rarely an "out of the way" for the government.

Rules and institutions are the backdrop of the economy, and the ways we set these rules, and keep them up to date and enforce them, have consequences for everyone.

THE STRUCTURE OF THIS REPORT

If the economy is not functioning as it should or could, then we have available to us a much broader range of policy solutions than we typically tap. The increase in inequality and the decrease in equality of opportunity have reached the point at which individual fixes that target what we can see—fixes like modest increases in the minimum wage and reforms to education and educational opportunity—will not suffice. While important, they should be seen more as short-term palliatives, providing symptomatic relief. We need a far more comprehensive approach that results in improving the market distribution of income and true opportunity across generations. An essential part of this entails dealing with the outsized growth of the financial system and its effects on private-sector behavior and decision-making throughout the economy.

In this report we cover what we consider to be the essential drivers of inequality. In the following section, "The Current Rules," we describe how public policy decisions are at the root of rising inequality and increasing insecurity. The massive overhaul of the rules of the financial sector, corporate governance, and labor law in the 1980s and 1990s has resulted in poor outcomes. Changes to the goals of monetary and fiscal policy have prioritized wealth. Meanwhile, efforts to make good on the American promise of inclusion have stalled, and we have failed to dismantle structures of discrimination. All of the above are the result of deliberate policy choices made with the promise that they would enhance growth,

but they have ultimately resulted in an economy that is more unequal and much weaker.

Growing inequality has reached a near-crisis level. This crisis, though, is different from the financial crisis of 2008, where the alternative to action appeared to be an immediate collapse in the economy. This is a subtler crisis, but the decisions we make now will determine the nature of our economy and our society for years to come. If we take the wrong path, we are locking in greater inequality and poorer economic performance. If we take the right path, we can not only produce immediate benefits—helping preserve the middle-class life to which so many Americans aspire—but also build toward a future economy with broadly shared growth. In the final section, "Rewriting the Rules," we discuss the policy solutions that are necessary for responding to this crisis, the reforms that are needed to our underlying economic structures, and the programs that could enable more Americans to live the life they have worked so hard to achieve.

Rules and institutions are the backdrop of the economy, and the ways we set these rules, and keep them up to date and enforce them, have consequences for everyone.

THE CURRENT RULES

Inequality has been a choice. Beginning in the 1970s, a wave of deliberate ideological, institutional, and legal changes began to reconfigure the marketplace. At the vanguard was deregulation, which, according to adherents, would loosen the constraints on the economy and free it to thrive. Next were much lower tax rates on top incomes so that money could flow to private savings and investment instead of the government. Third were cuts in spending on social welfare, to spur people to work. Get government out of the way and the creativity of the marketplace—and the ingenuity of the financial sector—would revitalize society.

Things didn't work out that way. First, tax revenues plummeted and deficits soared. Then we saw glimmers of the instability that would lie ahead—the financial crisis of 2008, which led to the economic recession in the early 2010s. Today, we can look back and see the toll of these “reforms”: the worst economic crisis in 80 years, slower growth than in the preceding 30 years, and an unbridled increase in inequality. We also now know that “deregulation” is, in fact, “reregulation”—that is, a new set of rules for governing the economy that favor a specific set of actors.

Understanding the trends of the past few decades has absorbed economists' attention in recent years. Today, labor force participation sits at a 37-year low.² While households had been saving, on average, less than 3 percent of income before the Great Recession, savings have increased following the recession—averaging 4.4 percent for the past two years—though not enough to offset lost wealth or to make much of a dent in household indebtedness.³ Investment has been weak.⁴ American corporations are sitting on trillions of dollars of cash, eschewing investment even though the effective corporate tax rate—the rate they actually pay on average—has fallen.⁵ All of this helps explain why the promised growth did not occur: the promised supply-side effects weren't real. The economic model was wrong.

In the years since the 1970s the rules of the game changed in ways that destroyed the balance of economic power achieved in the three decades after World War II. In this section we examine the turns that have taken us down this sad road, and we consider them in the light of a few lessons learned along the way:

- Fundamental changes in the rules of the economy have led to greater inequality, with the economy's overall performance being no better, and perhaps worse, as a result.
- In the private sector, finance has gone from serving the whole economy to serving itself. Corporations have gone from serving all of their stakeholders—workers, shareholders, and management—to serving only top management under the guise of enhancing “shareholder value.” And increasing the market power of a few firms in key sectors has meant that competition has less sway. The result: shortsighted behavior, underinvestment in jobs and the future, low growth, higher prices, and greater inequality.
- Our tax system encourages speculation rather than work, distorts the economy, and serves the interest of the 1 percent.
- In monetary and fiscal policy, focusing excessively on some threats—budget deficits and inflation—while ignoring the real threats to economic prosperity—growing inequality and underinvestment—has resulted in higher

unemployment, more instability, and lower growth.

- Changes in labor market institutions, laws, regulations, and norms have weakened worker power and made it difficult for workers to countervail the excesses of corporate and market power. The result has been a growing gap between productivity and wages, perhaps the most striking aspect of American economic life in the past third of a century.
- These problems are exacerbated for those who suffer from discrimination and disadvantage. The market perpetuates the transmission of advantage across generations, but discrimination has precluded large populations from developing their own human capital and accumulating wealth.

This is a stark picture of a world gone wrong. But these have all been choices, meaning we can choose to do things differently. We will point toward a path forward in our final section.

“Deregulation” is, in fact, “reregulation”—that is, a new set of rules for governing the economy that favor a specific set of actors.

MORE MARKET POWER, LESS COMPETITION

- Competition is an essential feature of a successful economy, driving firms to be efficient and driving down prices. Competition limits the power of market actors to tip economic and political outcomes in their favor.
- Significant parts of the U.S. economy have strayed far from this competitive ideal, and market power is playing a larger role in areas vital to people’s well-being and to the overall economy’s performance.
- Changes in technology and globalization have played a role in this increase in market power. But so too have explicit policy choices made by government. In many cases, the government has chosen not to keep market power in check.
- Because such activities can decrease economic efficiency, reining in market power will support a more dynamic U.S. economy, not just a more equitable one.

Textbook economics posits a world in which no firm has power in the marketplace. With many firms competing, no single one has the power to raise prices and its own profits because customers can buy from any number of competitors. But in the real world market power relationships are an essential feature of our economy and are evident in numerous

ways, in relationships between businesses and their customers, businesses and workers, and businesses and government.

The ability to wield power in the market is related to the degree to which markets operate in an open, transparent, competitive fashion versus the degree to which they are dominated by one or a small number of actors; how open or closed an industry is to entry by other firms; and the degree to which the same information is shared among all participants in the market. These characteristics of a market define a spectrum of situations along which an empowered party can exercise power to varying degrees over others—even when people exchange seemingly with free will.⁶ Power in the marketplace spans from the traditional “natural monopolies” we teach in Econ 101—energy, for example—to the more complicated cases where business scale and scope give a single firm, like Wal-Mart, the power to set prices throughout the supply chain; or where a surplus of available workers in a community gives an employer the power to set wages. For shorthand, we take “monopoly” to mean the scope of such varied power relationships in the marketplace.

Why free markets have rules

Regulation to ensure the competitiveness of markets in the United States has a long history dating back to the Interstate Commerce Commission, created in 1887 as the first national industrial regulatory body, and the Sherman Antitrust Act of 1890, which prohibited certain mergers and anticompetitive business practices. The Sherman Act, together with the Federal Trade Commission Act and the Clayton Act, both passed in 1914, form the core of federal antitrust law. They describe unlawful business practices in fairly general terms, leaving it to the courts to decide which specific acts are illegal on a case-by-case basis.

Over time, the U.S. built a number of institutions to monitor anticompetitive practices and weigh challenges to monopoly behavior. But beginning in the 1970s, economic ideas in the field of competition and property-rights law emerged from free-market scholars who viewed antitrust regulation as antiquated and counterproductive in its effect on competition.⁷ Many key industries, including airlines, railroads, telecommunications, natural gas, and trucking, were deregulated from the 1970s through the 1990s. Legal interpretations in regulatory rulemaking and an accumulating body of case law further limited regulatory scope and opened the domain for market power to grow unchecked.⁸

Meanwhile, the government itself can vest businesses with market power, both by setting the rules of the marketplace and creating temporary intellectual property monopolies. Perhaps the most clear-cut example of the way that policies can create market power is intellectual property rights, or IPRs—the government-enforced monopoly on the right to profit from an innovation. Well-being generated by innovation relies on two points: first, innovators need appropriate incentives and resources; second, innovations should be distributed widely throughout the population so that people benefit from technological advances. IPRs—patents and copyrights—in theory provide incentives for innovators by offering monopoly returns from their innovations for a limited period of time. However, in the words of economists Michele Boldrin and David K. Levine, “there is no empirical evidence that [IPRs] serve to increase innovation and productivity.”⁹ Other research by Petra Moser examining the long-run economic history of IPRs and innovation draws a similar conclusion.¹⁰ Part of the reason for this is that it is not just financial incentives that matter to innovators. Among the most important discoveries are those that are part of the advancement of science, from the discovery of DNA to the mathematical insights that led to

An innovation economy requires a *balanced and differentiated* intellectual property regime—combined with strong direct public support, especially for basic science and technology.

the computer (the Turing machine), rather than those made for primarily financial gain. Strong IPRs, perversely, can actually impede innovation in the economy by limiting the spillover of knowledge critical to fueling additional innovations.

Though IPRs might not have much positive impact on innovation, they do have the effect of raising the prices paid to owners of intellectual properties (who often may not be the same people as those doing the innovating). Such IPRs effectively redistribute money from consumers to IPR owners—not because the latter are any more innovative or productive, but because government affords them greater legal protection against market competition. Artificially raising prices has the effect of shutting some people out from enjoying the benefits of innovation. This is particularly disturbing in the case of medicines, where our poorly designed IPR system, combined with a poorly designed health care system, have condemned large numbers of people to unnecessary deaths and morbidities.²

An innovation economy requires a balanced and differentiated intellectual property regime—combined with strong direct public support, especially for basic science and technology.

Over the years, our system has lost that balance.

Government policies also vest companies with market power through the ways in which the government buys goods and services from and sells public assets, such as mineral rights, to the private market. Procurement in the defense industry, especially under sole-source contracting (as in the case of the multi-billion-dollar Halliburton contract at the beginning of the Iraq War) is a notorious system for giveaways to government contractors.³ Another is a provision in Medicare Part D expansion to cover part of the cost of outpatient prescription medicine, which prevented the government from using its bulk purchasing power to negotiate lower costs of medicines for senior citizens and people under 65 with certain disabilities.⁴ The restriction ensured that seniors would hand more of their fixed incomes to pharmaceutical and health insurance companies and raised the cost to taxpayers.

These new technologies are not the only sources of market power. There is a large literature on natural and artificially created barriers to entry and competition. In a fast-moving, changing economy, there are likely to be information asymmetries, and these asymmetries can lead to less competitive markets. And markets can actually act in ways that increase these information asymmetries. As we will see below, the financial market, through its lack of transparency and complexity, has excelled at this.

New technologies mean new sources of market power

New technologies of information and interconnectivity transform not only the way we work and live, but also the power relationships between people throughout the supply chain.

Network externalities arise when an individual's benefit from using or doing something depends in part on the number of other people doing the same thing. For example, the value of joining a social networking application increases with the number of others choosing the same platform. Once these patterns are established, it becomes costly to join a different network, thus vesting the first to move into a space and attract a critical mass of joiners with substantial market powers.⁵

New economy technologies often combine network externalities with complementing economic characteristics of increasing returns to scale. This means that as production increases, the cost of producing additional units decreases, and in many such cases can reach a point of essentially zero cost for producing more. In other words, it costs essentially nothing for Google or Facebook to supply one additional advertisement to users or for Apple to supply one additional iTunes download. In such situations, competition will not be viable. Market power—and monopoly profits—may be especially large.

We also can see how companies like Uber, Air BnB, and Lending Club are innovating and disrupting the way that—respectively—labor, land, and capital markets have worked in the past. These innovations of network connectivity are in each case putting to work idle economic resources. As these and other companies engage currently monopolistic enterprises in new wave competition, this will certainly lead to greater overall welfare. But it will also raise more questions about how the gains will be distributed and how the rules that ensure fairness and conditions of work will be applied.

Globalization tilts the balance of power

Just as IPRs must balance the interests of innovators with the need for broadly dispersed

innovation, so too must trade agreements balance the needs of an increasingly interconnected economy with the protection of communities, worker standards, and the environment. Our rules have not successfully balanced these forces. Our globalized world can bring new opportunities for gains for all, but also provides opportunities for large corporations to dominate sectors of the international market or to seek lowest-common-denominator labor, environmental, or tax laws.

We live in an increasingly globalized world where rules of trade and finance are important. The problem is that these rules are typically set in processes that are not transparent and democratic—with those in the industry having greater say than consumers, workers, and other citizens who are also affected. It is easy to see how such rules can increase corporate profits at the expense of workers and the environment.

Rules that make it easier for goods produced abroad to enter the U.S., that make it safer for corporations to invest abroad, that provide tax advantages for investments abroad, that do not impose environmental and labor standards on goods made abroad—all of these tilt the balance against workers. They make a threat by a firm to move its production abroad if workers don't accept lower wages or poorer working conditions more credible.

When the interests of all parties are considered, rules can redress these imbalances—rules barring imports of products using child or prison labor, barring the use of wood from endangered forests, or barring goods produced with processes that violate other global social and environmental agreements. But we have not chosen to adopt these sorts of rules. Further, in some cases, the threat of globalization has been used as a basis for a race to the bottom. Before the 2008 crisis, the threat of globalization was

used to argue for financial deregulation—if we didn’t deregulate, business would move elsewhere. We now know that we lost doubly in giving in to such threats: the economic damage caused by the deregulation in the crisis has been enormous, far greater than the short-term gains of the few jobs created here. And as we have seen, the changes foisted on us in this manner have undermined the long-run performance of the economy and contributed greatly to our inequality.

We could have used our position as the largest economy in the world to set rules that helped all parties, in the U.S. and the rest of the world.

Consequences of market power for equity and efficiency

An increase in the market power of a firm shifts wealth from customers to the owners of those firms with market power. The decrease in the wealth of customers is not recorded in accountings of the economy’s capital stock, while the increase of the value of firms is. The ranks of *Forbes* World’s Billionaires are peppered with people who attained that position thanks to their monopoly power in finance, extractive industries, real estate, and privatized telecommunications.⁶

The market distortion associated with the exercise of market power diminishes social welfare. Besides creating inequalities, market rents have other distortionary effects on the economy and on the political system. First, rents directly decrease production from what it would be if the economy were organized optimally and such rents did not exist.⁷ Second, rents create incentives for allocating resources to unproductive rent-seeking activities like excessive marketing and sales expenditures and lobbying; the bigger the rent, the greater the incentives for such activities.⁸ For example, in 2010 the health care industry spent \$102.4 million lobbying against the Affordable Care Act, while the finance and real estate industries have spent billions lobbying against

passage and implementation of the Dodd-Frank financial reform law.⁹ Lastly, to the degree that firms engage in lobbying or some other political activity in order to create or preserve rents, it impacts our political system—and the number of adverse outcomes in the economy and in other spheres of society. The original antitrust laws were motivated by the distortions to our political system as much as to our economic system.

But in order to see this impact play out, we need to look to specific markets. And one of the most dramatic examples is the growth of the financial sector, which we turn to next.

THE GROWTH OF THE FINANCIAL SECTOR

- ▶ The finance industry has shifted away from its essential function of allocating capital to productive uses and has moved toward predatory rent-seeking activities. In addition to catalyzing the 2008 financial crisis, these activities have slowed growth, increased the risk of future crises, and moved income from the bottom and middle to the top, increasing inequality.
- ▶ Widespread deregulation and malign regulatory neglect, beginning in the 1970s and continuing through the early 2000s, enabled reckless growth and malfeasance in America’s financial sector.
- ▶ Rising incomes of the top 1 percent arise from the enormous, unwarranted profits and bonuses collected in the financial sector and derived, in no small part, from wasteful and exploitative activities.

As the rules of the U.S. financial system changed over the past generation, the financial sector grew to play a larger, more dominant role in the U.S. economy. The rise of finance twisted incentives within both finance and the nonfinancial economy and pulled more of the economy’s rewards from the real economy into finance and from working families up to the executive suites. Specifically, financial profits and financial salaries have increasingly come at the expense of the income and savings of everyone else. The inequities have been exacerbated by open and hidden subsidies—not just massive bailouts (of which the 2008 bailout was only the biggest and most recent) but by provisions hidden in the tax system and bankruptcy code that enrich those in the financial sector at the expense of the public.

Finance’s failure to self-regulate

A growing economy requires a well-functioning financial system. The financial sector is essential not just for tasks like running the payment systems, ensuring a flow of funds from savers to investors, including small and medium-sized enterprises, and creating information and opportunities for investment. The financial sector is also necessary for diversifying investments, managing risk, and providing liquidity and other resources necessary for growth.

However, finance needs rules, and the 2008 financial crisis revealed once again that financial markets cannot regulate themselves. Certain features of financial markets make them more subject to failure than most other kinds of markets. First, activities people undertake in the financial industry create large externalities, both positive and negative. Financial instability, in particular contagious runs and self-fulfilling panics, can impose massive costs on the economy.²⁰ Economists at the Dallas Federal

Reserve estimate that the costs of the 2008 financial crisis amounted to 40–90 percent of one year’s GDP.² Since the beginning of financial deregulation in the United States and around the world, financial crises have been increasing in frequency and severity.²²

Second, financial markets are plagued with asymmetries of information—situations where one party knows more than the other. The existence of such asymmetries is inevitable, of course, but their magnitude is not, nor is the right to exploit others by taking advantage of these asymmetries. Third, financial markets are lacking in industry competition. In particular, since the 1970s, the concentration, scale, and scope of the largest banks have grown significantly and rapidly, with the share of industry assets held by the top five banks growing from 17 percent to 52 percent.²³

Starting in the late 1970s, the financial industry lobbied for and policymakers largely delivered a rollback of regulation with the promise that the financial sector would self-regulate.²⁴ Changes to the rules of finance, many of which were in place since financial collapse sparked the Great Depression, removed the separation of commercial and investment banking, ceilings

Since the 1970s, the concentration, scale, and scope of the largest banks have grown significantly and rapidly, with the share of industry assets held by the top five banks growing from 17 percent to 52 percent.

on deposit rates, and prohibitions on usury—the charging of loan-shark level interest rates. The changes didn’t update the rules for new instruments like derivatives, but they let the financial markets write their own rules as they expanded into securities that packaged mortgages. Enforcement became an issue, with federal regulators appointed who didn’t believe in regulation. They overruled state-level regulations and enforced less than vigorously the limited regulations that remained.²⁵

The growth of finance and inequality

Changes to these rules are one of the major drivers of inequality. First, finance has become huge and profitable relative to the rest of the economy. Financial services comprised 7.6 percent of GDP before the crisis, then fell back slightly to 6.6 percent in 2012 before returning to 7.3 percent in 2014. By way of

comparison, in the 1950s, when the U.S. economy was growing rapidly, more rapidly than in recent years, financial services constituted 2.8 percent of GDP. Between 1950 and 1980 the financial sector generated between 10 and 20 percent of total corporate profits; after 1980 it generated between 20 and 30 percent, and the share remains high—well over 20 percent of corporate profits—today.²⁶

This is mirrored in the skyrocketing salaries in the financial sector, which have been a major driver of the top 1 percent. Wages in the financial sector rose more than in similar fields, with the increase closely following the trend of deregulation.²⁷ Between 1979 and 2005, finance professionals increased their presence among the top 1 percent by 80 percent (from 7.7 to 13.9 percent).²⁸ They have also increased their presence amongst the top 0.1 percent, from 11 percent in 1979 to 18 percent by 2005, and

have accounted for 70 percent of the growth in the 0.1 percent’s share of national income.²⁹ No other sector shows this kind of growth during this period. Figure 1 reproduces data from economist Thomas Philippon showing wages in the financial sector relative to those in the rest of the nonfinancial, nonfarm economy. Financial sector wages follow a similar U-shaped pattern as overall inequality, having fallen from the Great Depression until 1980 and rising since 1980; those wages rise statistically with

deregulation.³⁰ While in 1980 wages in the financial sector were basically on par with wages in the rest of the economy, by 2006 the average wage in finance was 72 percent higher than the average nonfinancial wage. These wages can’t be explained solely by skills; research argues that rents account for 30–50 percent of these higher wages, especially since the late 1990s.³

Weaker financial rules create a weaker economy

The last 35 years of deregulation have had profound consequences for average Americans and the country’s overall economic performance. Rent-seeking fees on investment activity have bloated the financial sector, while a dangerous form of banking and lending ultimately drove the economy to collapse.

Financial market regulation aims to minimize discrimination and exploitation, but in the deregulated system we’ve seen significant evidence of systemic predatory lending and fraudulent documentation. The predatory lending that came to dominate the system most often targets lower-income borrowers.³² Borrowers with low financial literacy are more likely to have costly mortgages and not to understand or remember the terms of their mortgage contracts.³³

In addition, the opaqueness and complexity of the financial sector and the weak enforcement of the rules that remained encouraged widespread fraud and manipulation. A recent target of market manipulation has been the LIBOR rate, which determines how much millions of homeowners pay for their mortgages.³⁴ Foreign exchange markets have also been manipulated.³⁵ Lack of competition in many parts of the financial system—including in the credit and debit card systems, asset

management, and derivatives markets—has meant higher profits.

Indeed, a key source of growth comes from asset management activities, which include both the management of 401(k)s and mutual funds, as well as alternative investment vehicles like private equity and hedge funds. The growth in asset management income accounts for roughly 35 percent of the growth of the financial sector as a percent of GDP, driven by the opaque fee structures, especially when it comes to alternative investment vehicles.³⁶ There is little evidence of any advantages, for instance in better long-run performance, when it comes to higher management fees.³⁷

The other core growth business for finance has been shadow banking, or the moving of traditional commercial banking functions to the financial markets. Shadow banking shares many of the same features of traditional banking—connecting savers with borrowers. However, the long chains in the provision of credit are complex and nontransparent, creating leverage and counterparty risks, and more vulnerability to fraud and other misbehavior. This is especially true for mortgages, where originators, investment banks, the credit-rating agencies, and mortgage insurers were all on the scene, imbued with fraud to an unconscionable degree. It should have been apparent that shadow banking was

COMPENSATION IN FINANCE PULLED AWAY FROM THE REST AFTER 1980
Financial Sector Wages Relative to Nonfinancial Wages, 1909-2006

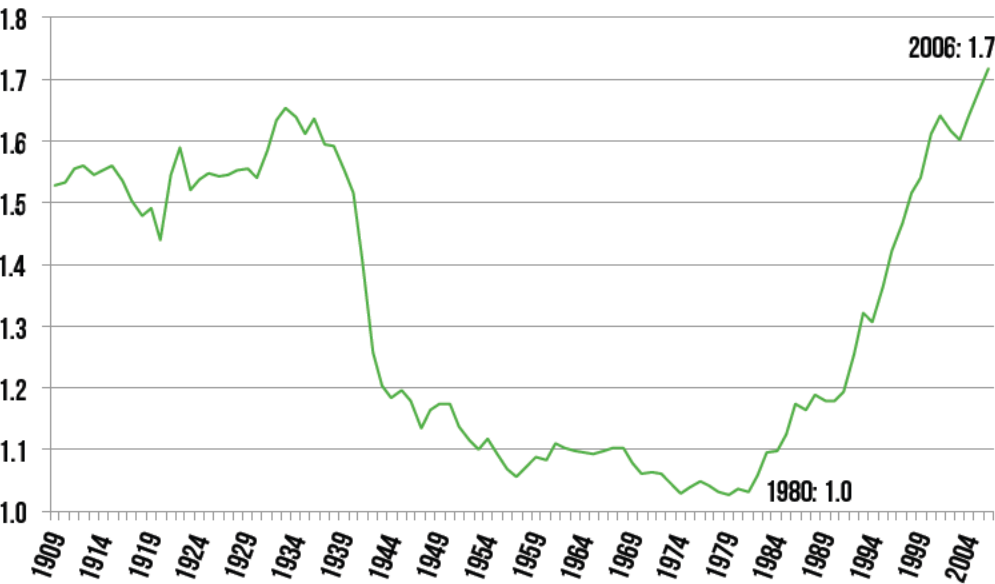


Figure 1
Source: Philippon, Thomas and Ariell Reshef. 2012. “Wages and Human Capital in the U.S. Financial Industry 1909-2006.” *Quarterly Journal of Economics*.

SHADOW BANKS

noun
1. The array of institutions that provide financial services but operate outside of the laws and regulations in place to ensure oversight and accountability of traditional lending banks.

vulnerable to runs the moment the value of the collateral was questioned, as was the case when the 2008 failure of Lehman Brothers caused panic and contagion across the economy.³⁸

When this system crashed, its complicated securitization structure meant that conflicts of interest arose involving those meant to mediate and adjudicate bad debts. Many of the debt servicers tasked to handle bad loans instead profited from making those mortgages worse from the perspective of both lenders and homeowners. Studies have also shown that troubled mortgages were significantly less likely to receive a modification if they were made through this shadow banking system rather than through traditional banks.³⁹

A growing and healthy financial system is essential to growth. But what if financial markets become too large? It would be one thing if the increased incomes of the financial sector had resulted in the economy growing faster or in a more stable way. In fact, just the opposite has

occurred. Figure 2 shows estimates, again by economist Thomas Philippon, of the average cost of the U.S. financial sector of supplying one dollar of financial intermediation—connecting savers with borrowers—from 1884 to 2011. Incredibly, the data show that the U.S. financial sector is less efficient now at supplying credit to the economy. The average cost was 2.4 cents on the dollar in 2011, compared to 1.6 cents at the end of World War II.⁴⁰

It is remarkable that for all the growth in income, profits, and size of the financial sector, we cannot see any improvement in the performance of the economy. The sector may have demonstrated innovation, but the technological advances chased a greater ability to exploit others rather than improving economic performance. And many are concerned that the financial sector has grown too large, drawing talented people and energy away from more productive enterprises.⁴

The Dodd-Frank Act, passed by Congress in 2010, began the process of restructuring the financial sector. But even as passed, it was a compromise, and its rule-writing and enforcement hasn't done enough to tackle the shadow banking system, the complexity of the financial system, and the problem of too-big-to-fail banks. But the remarkable aspect of this reform was that it was all about preventing the financial sector from doing harm to the rest of the economy, taking advantage of the unwary, and engaging in reckless risk taking. It was not directed at ensuring that the financial sector actually does what it is supposed to do: make money available for productive uses.⁴² This still remains an essential task, one that can't be examined without

understanding the massive changes in corporate governance taking place at this time as well.

THE 'SHAREHOLDER REVOLUTION,' THE RISE OF CEO PAY, AND THE SQUEEZING OF WORKERS

- ▶ Corporations are a social construct, providing limited liability, an important component of modern capitalism. But they often fail to serve the public interest, and instead enrich those who are entrusted with their care while neglecting the corporation's own long-term interests.
- ▶ The shareholder revolution transformed the incentives faced by CEOs, prodding them to generate ever-higher share prices by tying executive compensation to those share prices.
- ▶ The emphasis on short-term stock prices has not only reduced investment that leads to healthy innovation and long-term prosperity, but also has driven up executive compensation and encouraged managers to treat employees as short-term liabilities rather than as long-term assets.
- ▶ The job tenure of the average CEO also shortened, allowing them to maximize their personal benefit at the expense of long-term stakeholders.
- ▶ A number of clear changes to tax, pension, and securities law have encouraged these destructive short-term corporate behaviors.

The idea that corporations exist solely to maximize shareholder value and that all other goals, such as innovating, serving consumers, and investing in employees, are secondary reversed decades of management theory that prioritized firm longevity and saw corporations as more broadly advancing societal interests. This

"shareholder revolution" has meant significant changes for the economy. The new emphasis on maximizing shareholder value was a key step toward short-termism on Wall Street and in corporate boardrooms, and it has had profound effects for corporate performance and economic productivity.

Even John Maynard Keynes, who worried about the effects of short-term speculation on the economy 80 years ago, would probably be surprised at the extent of short-termism today. While the average stock was held for around seven years in 1940 and two years in 1987, by 2007 the average share was traded every seven months.⁴³ With the average shareholder interested only in short-term performance, shareholder value maximization translates into short-termism: focusing on quarterly returns, and even on accounting tricks to massage quarterly earnings. Where the goal of finance should be to provide needed cash to the productive economy, the shareholder revolution transformed corporations into sources of cash for financiers. This trend toward short-termism is seen in rising executive pay, increasing payouts to stockholders, frequent corporate restructurings, massive mergers, and reduced capital investment. These trends increase economic inequity and threaten long-term economic performance.

The rules give rise to shareholder primacy

The rise of shareholder primacy has been aided and abetted by the practices of financial markets and the theories of conservative

U.S. FINANCIAL INDUSTRY EVEN LESS EFFICIENT AFTER MORE THAN A CENTURY

Cost of supplying \$1 of financing, 1884-2011

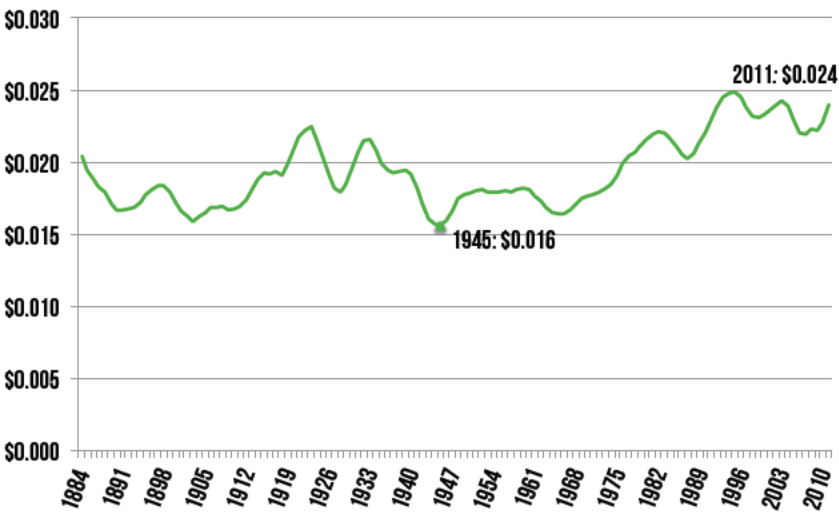


Figure 2

Source: Philippon, Thomas. 2014. "Has the US Finance Industry Become Less Efficient?" *American Economic Review*.

The shareholder revolution was a change in the rules of the market—specifically in securities law and federal income tax law—that combined to give more power to institutional investors and tie executive pay to short-term returns.

economists. But above all it was a change in the rules of the market—specifically in securities law and federal income tax law—that combined to give more power to institutional investors and tie executive pay to short-term returns.⁴⁴ The first wave of this revolution was conducted through

leveraged buyouts, in which investors aimed to take over large companies, “unlock” hidden value (usually by downsizing), and sell quickly. The ability to conduct leveraged buyouts this way was the result of changes in U.S. regulations—including exemptions for leveraged buyout funds from the Investment Company Act. In the 1982 case *Edgar v. MITE*, the Supreme Court struck down Illinois’s antitakeover law and thereby overturned similar laws in other states.⁴⁵ The Reagan administration also relaxed antitrust regulations, distinguishing between mergers that would create greater efficiency and those that had a “significant probability” of increasing consumer prices.⁴⁶

In the 1980s, half of all U.S. corporations were the objects of takeover bids. In many years, over 10 percent of total stock market capitalization was purchased in acquisitions.⁴⁷ After the 1980s, institutional investors started taking larger stakes in corporations and using them to pressure management into policies that were viewed as more shareholder-friendly, including increasing dividends and buyouts and pushing for seats on boards. The new generation of CEOs increasingly aligned its management style with short-term investor interests.

These changes too were aided by the rules. In the 1980s, the Securities and Exchange Commission weakened insider trading rules that effectively treated company stock

buybacks as per se insider trading. In the early 1990s, the SEC eliminated complicated disclosure requirements for communications between shareholders.⁴⁸ In 1993, Congress changed the tax code to incentivize companies to tie executive pay to performance by tilting compensation toward stock options. These changes added to the momentum underway toward shorter holding periods in the capital markets that dated back to the elimination of fixed brokerage commissions in the 1970s.

Rule changes make executive pay soar

While these changes have not led to a better-performing economy, they have had the effect that many of the executive advocates of this “revolution” had hoped: incomes at the top have increased enormously. Executives of nonfinancial companies make up over 30 percent of the top 1 percent, and their incomes have grown significantly since the 1970s.⁴⁹ While average CEO pay remained relatively constant at around \$1 million from the mid-1930s to the mid-1970s, in 2012 average compensation for the 500 highest-paid CEOs was \$30.3 million, of which only 6.3 percent was salaries and bonuses.⁵⁰ The rest is largely driven by gains from exercising stock options, the vesting of stock awards, and long-term grants. These, in turn, are driven by stock prices. CEO pay has skyrocketed far above the rate of employee pay. In 1965, the ratio of the average annual income of CEOs to workers was 20-to-1. By 2013, it was 295-to-1.⁵

CEO pay packages lead to weaker investment

For all these massive changes, the broader effects of this shareholder revolution were markedly different from those that had been anticipated. First, shareholder value maximization often turned into CEO income maximization. In practice, the interests of senior management took precedence over the interests of

SKYROCKETING CEO PAY

IN 2012, AVERAGE COMPENSATION FOR THE 500 HIGHEST-PAID CEOs WAS

**\$30.3
MILLION**

1930s

1970s

2000s

IN 2013, THE RATIO OF THE AVERAGE ANNUAL INCOME OF CEOs TO WORKERS WAS

295:1.51



1965 20:1

2013 295:1.51

Sources: http://rooseveltinstitute.org/sites/all/files/Lazonick_Executive_Pay_White_Paper_Roosevelt_Institute.pdf; <http://www.epi.org/publication/ceo-pay-continues-to-rise/>

shareholders and other stakeholders as well. Stock options did not align the interests of management with those of the firm, as was seen in the conflict over disclosure of executive pay, including stock options, that arose in the 1990s.⁵² Indeed, these pay packages have given CEOs an incentive to manipulate stock prices by using company money to buy back shares in order to drive the price higher.⁵³ Thus, managerial attention is shifted away from a focus on actual performance. This undermines the efficiency of the economy.⁵⁴

A closer look at CEO compensation shows that there is little relationship between pay and

BUSINESSES USED TO BORROW TO MAKE INVESTMENTS. NOW?

Correlation coefficient between firm borrowing and firm investment

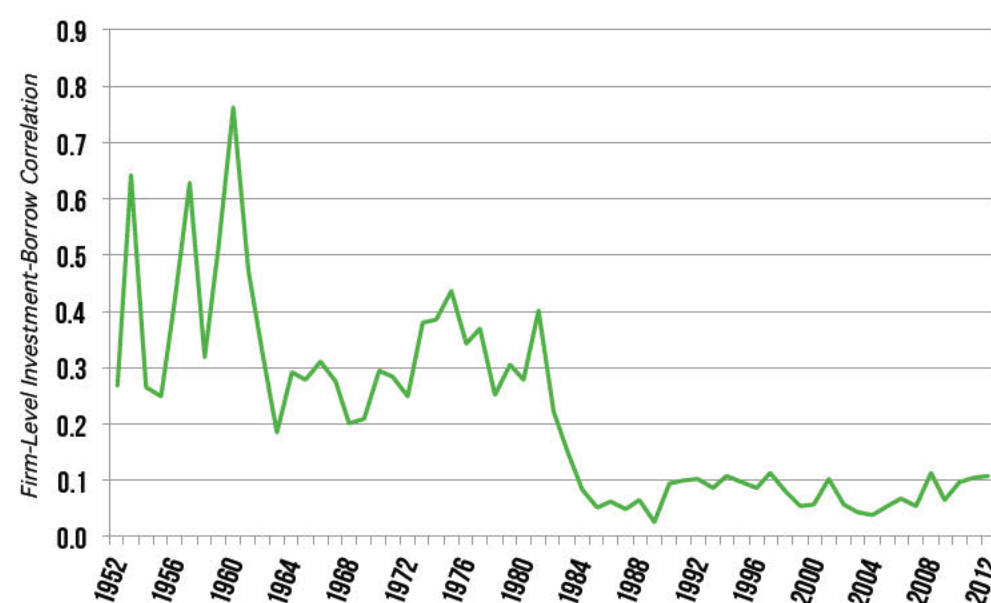


Figure 3

Source: Mason, J. W. 2015. “Disgorge the Cash: The Disconnect Between Corporate Borrowing and Investment.” The Roosevelt Institute.

performance. Compensation goes up when firm performance goes up, but it also goes up when performance goes down. CEOs are often compensated simply for luck, such as when oil company executives get paid more when global oil prices increase. The effect is stronger in more weakly governed firms.⁵⁵ Current economic theories seeking to justify high CEO pay, such as those that link CEO pay to an increase in firm size, cannot explain trends in CEO compensation between the 1940s and 1970s. Somewhere in the 1980s, CEO pay changed.⁵⁶ Finally, increasing shareholder value in the short run is different from serving the interests of shareholders in the long run. Empirical studies have shown that stock market prices have difficulty incorporating information more than five years out.⁵⁷

Beyond questionable behavior from CEOs, the second worrying consequence of the shareholder revolution is a bias against real investments. Research has found that short-term pressures can distort the individual investment decisions managers make. New proprietary data show that public firms invest substantially less and are less responsive to changes in investment opportunities compared to similar private firms. This result is amplified for firms with stock prices most sensitive to earnings news. This tells us that rather than pushing CEOs to overinvest, pay incentives are now tipped toward underinvestment.⁵⁸

Research has shown a dramatic shift in the relationship between borrowing and investment, as shown in Figure 3. Before the 1980s, a firm that borrowed a dollar would, on average, invest 40 cents more. Since the 1980s this relationship has collapsed. Instead, today the strong relationship is between shareholder payouts and borrowing, with shareholder payouts nearly doubling since the 1980s. Corporate profits are at record highs, with no increase in investment. Where before finance was a mechanism for

getting money into firms, now it functions to get money out of them.⁵⁹

This problem is not going away. Even after the financial crisis, buybacks and dividends continue to be significantly higher than at any previous point.⁶⁰ Executives at nonfinancial corporations in the U.S. spent 70 percent of pre-tax corporate profits paying shareholders in the form of stock buybacks and dividends in 2014; in the four quarters before the September 2008 financial collapse, corporations spent on average 107 percent of profits buying their own shares and paying dividends. In the postwar period before the shareholder revolution, nonfinancial corporations only dedicated an average 18 percent of profits for such activities.⁶ As Laurence D. Fink, the CEO of the large asset management firm BlackRock, recently wrote, “the effects of the short-termism phenomenon are troubling both to those seeking to save for long-term goals such as retirement and for our broader economy,” because they are at the expense of “innovation, skilled work forces, or essential capital expenditures necessary to sustain long-term growth.”⁶²

LOWER TAXES FOR THE WEALTHY

- ▶ The reduced progressivity of the U.S. tax code has given more post-tax and post-transfer advantages to those at the top of the wealth and income distribution.
- ▶ Current incentives allow and encourage rent-seeking, channeling government revenue away from productive resources.
- ▶ There is no evidence that a lower tax rate for the wealthy has encouraged investment or growth.

Myriad changes in the tax and transfer system over the past 35 years have reduced the progressivity of the tax code to the point where, in some respects, the overall system is now regressive. Shrinking capital gains and corporate rates, growth in the payroll tax, and growing tax expenditures have decreased the progressivity of effective rates and shrunk the tax base.⁶³ This has blunted the ability of taxes and transfers to push against increasing inequality.⁶⁴ Additionally, these changes have distorted incentives by increasing the returns to rent seeking, thus compounding inequalities built into the tax code.⁶⁵ To make matters worse, there is no evidence that lower tax rates have led to increased growth.

A tax revolution for those at the top

The rules of tax policy underwent a revolution over the past 40 years, one designed to radically lower the top marginal tax rates and decrease the progressivity of the tax code. The result was that those at the top paid less, leaving the rest to pay more tax or receive lower levels of public

Where before finance was a mechanism for getting money into firms, now it functions to get money out of them.

TAX EXPENDITURES

noun

1. Incentives such as tax breaks and tax credits used in place of direct government spending to promote certain activities or outcomes. For example, tax credits provided to companies that create jobs as opposed to direct government job creation programs.

service. During the 1980s, for example, the top marginal tax rate was reduced from 70 percent to 28 percent, and has stayed below 40 percent ever since.⁶⁶

In addition to low marginal income tax rates, two stipulations of capital gains taxation reduce the effective capital gains tax rate. First, capital gains are not taxed until they are realized, meaning that a 20-year investment—say buying and holding a stock—generates no tax liability until the owner sells his shares. Second, the step-up in basis at death, under which an heir can avoid capital gains taxation on inherited assets, effectively forever, eliminates capital gains entirely for many of the very wealthiest families, lowering federal revenue by an estimated \$644 billion between 2013 and 2023.⁶⁷ An astonishingly low number of people in America are wealthy enough to pay estate taxes—in 2011, just 0.1 percent of inheritors paid any estate tax—but popular pressure is strong to eliminate them. In 2013, 65 percent of all inherited capital gains tax forgone accrued to the top 20 percent; the top 1 percent alone accounted for 21 percent.⁶⁸

Beyond capital gains, tax expenditures—money the government spends to incentivize certain

behaviors by offering tax deductions—and transfers have shifted from favoring low-income households to favoring the wealthy, decreasing overall progressivity. The expansion of expenditures like 401(k) retirement plans and mortgage interest deductibility has led to a decrease in effective rates at the top as more and more wealthy families take advantage of various tax breaks.⁶⁹ According to an analysis by the Congressional Budget Office, more than half of the \$900 billion paid in individual income tax expenditures and 80 percent of the tax deductions in 2013 accrued to households in the top 20 percent.⁷⁰ According to the CBO, “In 1979, households in the bottom quintile received more than 50 percent of transfer payments. In 2007, similar households received about 35 percent of transfers.”⁷¹

Unbalanced tax cuts increase inequality

The reduction in high-end taxes has had two effects on inequality. The first has been to reduce the ability of taxes and transfers to lessen inequality. But the second, more surprising effect is that it has massively increased pre-tax income for those at the top, far beyond what could be understood from people simply working harder. It is this new incentive to rent-seek that is a more worrying effect of the changing of the tax rules.

The combined impact of rate cuts, shifting income distribution, and growing expenditures has been to increase after-tax-and-transfer inequality both in nominal terms and relative to pre-tax-and-transfer inequality. A 2011 study by the Congressional Budget Office found that “the equalizing effect of transfers and taxes on household income was smaller in 2007 than it had been in 1979.” Over this time, changes to the U.S. tax structure reduced “the extent to which taxes lessened the dispersion of household income.”⁷²

Capital gains income accrues disproportionately to the richest Americans; therefore, a low capital gains rate has direct implications for inequality.⁷³ Capital income makes up about 40 percent of annual gross income for Americans earning over \$1 million a year, compared to less than 4 percent for people earning below \$200,000.⁷⁴ The impact on distribution is clear: between 1996 and 2006, changes in capital gains and dividend income were the largest contributor to the increase in overall after-tax-and-transfer income inequality.⁷⁵

Because capital gains income is concentrated at the top, and because a low capital tax has not delivered trickle-down economic performance, the benefit of the low capital gains rate is concentrated at the top. According to the CBO, 68 percent of the \$161 billion annual capital gains tax expenditure goes to the top 1 percent, while only 7 percent goes to the bottom four-fifths of Americans.⁷⁶ This concentration among the wealthy gets even starker the higher up the income distribution you go. In 2009, the top 400 taxpayers—the wealthiest 0.003 percent—claimed a full 12 percent of the benefits of reduced capital gains tax rates.⁷⁷

What is more interesting is the effect of lowering top tax rates on the highest earners. As shown in Figure 4, economists Thomas Piketty, Emmanuel Saez, and Stefanie Stantcheva find that countries that cut their highest marginal tax rates the most had the largest increases in pre-tax inequality, and these tax cuts played no role in boosting growth in per capita income. These increases are impossible to explain with a standard supply-side model, especially as the authors find no relationship between top rates and growth.⁷⁸

The authors find that the tax rule influences the behavior of top income earners to seek out more of the economic pie.⁷⁹ At higher marginal

ACROSS THE WORLD, CUTTING TOP MARGINAL TAX RATES INCREASED INEQUALITY

Change in Top Marginal Tax Rate (Percentage Points)

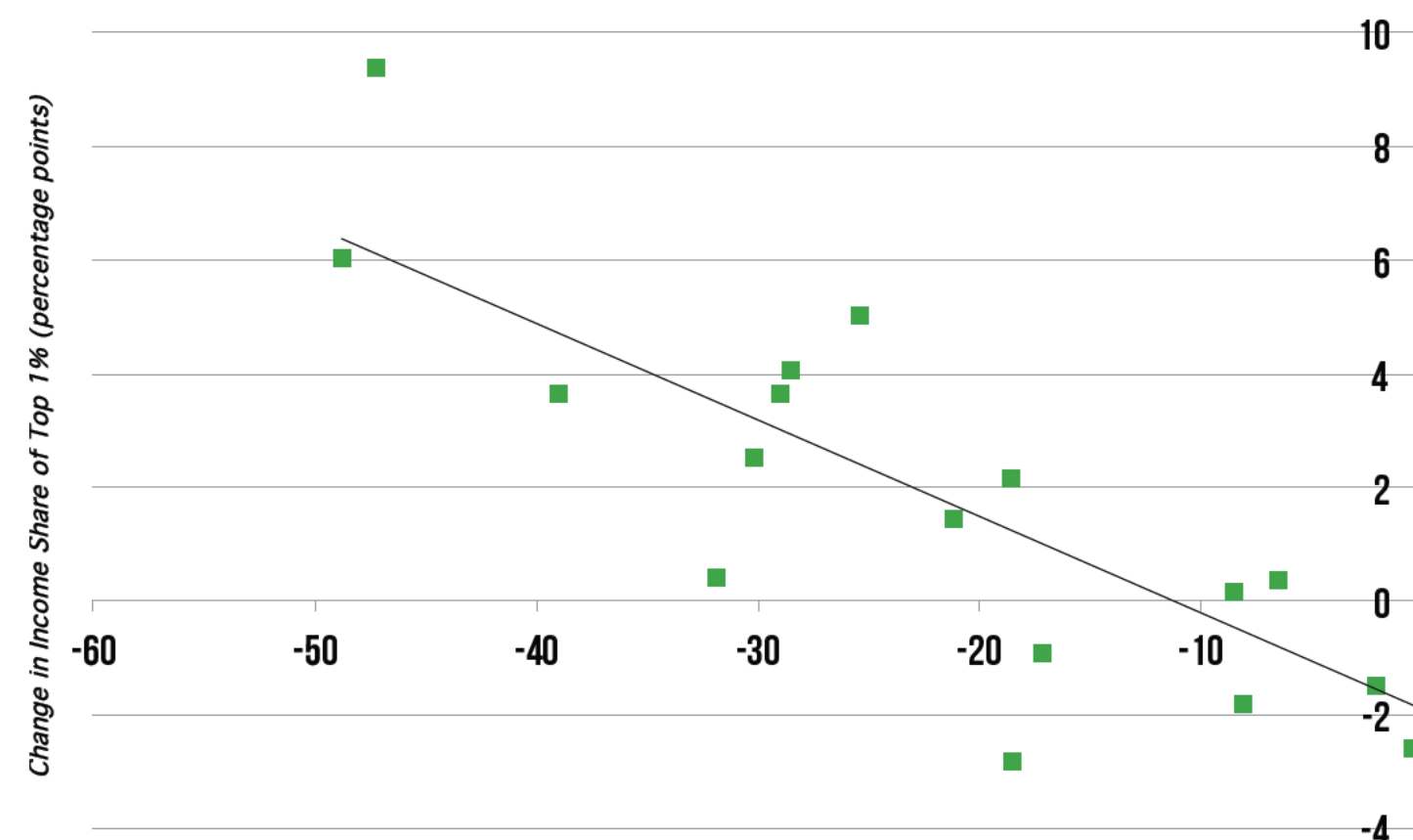


Figure 4

Source: Piketty, Thomas, Emmanuel Saez, and Stefanie Stantcheva. 2014. “Optimal Taxation of Top Labor Incomes: A Tale of Three Elasticities.” *American Economic Journal: Economic Policy*, 6(1): 230-71

tax rates, CEOs and other executives in the top 1 percent have less of an incentive to either bargain aggressively or seek opportunities for extracting rents. Similarly, other stakeholders in the firm, including shareholders and board members, also will be reluctant to pay out superstar salaries if a large portion of that income is going to the government through taxes. This can be seen in the way pre-tax income inequality for working-age people in the United States exceeds that of other advanced economies.⁸⁰

Lower rates have done nothing for growth

According to advocates of cuts to top marginal tax rates, the reduction was supposed to encourage more work among top earners and increase the size of the pie. But there is no evidence that this has happened.

As a Congressional Research Service report found, there exists “no conclusive evidence... to substantiate a clear relationship between the 65-year reduction in the top statutory tax rates and economic growth.” Cutting top tax rates did, however, “appear to be associated with the

increasing concentration of income at the top of the income distribution.”⁸ This accords precisely with the results shown in Figure 4. If high marginal tax rates act as a deterrent to rent-seeking, strongly progressive taxation can help enhance performance of the overall economy by deterring socially unproductive activities and directing more resources into real investment.⁸²

Rather than showing economic benefits from lower tax rates at the top, the evidence shows rather that progressivity can have a net economic benefit. Economist Jonathan Ostry and co-authors at the International Monetary Fund tested how the degree of progressivity of tax and transfers affects long-run economic growth when accounting for a range of other explanatory factors commonly seen as associated with economic growth.⁸³ Their results find that, across countries, redistribution, outside of some extremes, has no relationship with economic growth. If anything, a number of redistributive policies can lower net inequality and drive more durable growth.

Similarly, evidence from the 2003 dividend tax cut shows that supply-side tax cuts did not lead to rising wages or investment. Indeed, there were good reasons to suspect that companies would take advantage of the low taxes to pay out large dividends, impairing their ability to invest.⁸⁴ Not surprisingly, comparing corporations that benefitted from this cut with those that did not reveals that the dividend tax cut did not result in any real investment or wage growth. The only effect was to increase dividend payments, causing more money to leave the firm rather than being invested.⁸⁵

Recent research has shown that taxes on capital income are welfare-enhancing.⁸⁶ Low tax rates on the return to capital create an enormous incentive for income shifting, through which corporations and individuals redefine labor

income as capital income and drive down their effective rates. This leads to lost revenue and, by inordinately benefiting wealthier taxpayers who have more tax avoidance savvy and resources, a significant decrease in the progressivity of the tax structure.⁸⁷

What the tax rate should be depends, of course, on how sensitive labor supply and savings are to tax rates. But using the best available evidence, it appears that there is significant room to increase tax rates above current levels.⁸⁸

THE END OF FULL-EMPLOYMENT MONETARY POLICY

- ▶ The Federal Reserve’s focus on controlling inflation rather than achieving full employment and managing systemic financial risk has raised unemployment and lowered wages over the past 35 years.
- ▶ The Fed’s failure to ensure prudent competition in banking and financial markets has meant that the benefits of lower interest rates have often accrued more to the banks than to borrowers and that certain market segments have lacked access to credit.
- ▶ Low- and middle-income households bear a disproportionate amount of the burden of prolonged recessions, financial crises, and an underperforming economy. Unemployment affects those in the bottom half of the income distribution more than those in the top half, and its effects compound over the course of people’s lifetimes.

The Federal Reserve’s monetary policy usually falls beyond the scope of traditional policy debates, especially those focusing on inequality. But monetary policy set by the nation’s “independent” central bank can have profound distributional consequences, contributing substantially to the rise of income and wealth of those at the top and the increasing financial stress and stagnant wages faced by most working families.

The Fed’s inflation preoccupation

In 1978, the Full Employment and Balanced Growth Act, also known as the Humphrey-Hawkins Act, established price stability and full employment as the dual objectives of national economic policy. Both of these objectives are part of the Federal Reserve’s “dual mandate,” the goals that Congress sets in delegating the conduct of monetary policy authority to the Fed.⁸⁹

At the time, the country faced high inflation. Under Federal Reserve Chairman Paul Volcker, inflation fell from double digits in 1979 to just 4 percent in 1984, and the ability of monetary policy to control inflation was widely heralded.⁹⁰ To be sure, there were significant costs: the U.S. experienced what was then its deepest recession since the Great Depression in spite of a highly stimulative tax cut.⁹ Nonetheless, many countries, beginning with New Zealand in 1990, made price stability—so-called “inflation-targeting”—the sole or primary goal of monetary policy.⁹² The Federal Reserve, maintaining its dual mandate, did not formally adopt this framework, but it did adopt an apparent preference for targeting low, stable inflation over maximum employment.⁹³ Thus, although the Fed maintains discretion as it considers tradeoffs between price stability and employment, in practice it tends to give considerable priority to pursuing low inflation.

Economic theory, based on simplistic models of the economy, reinforces these views. Some bodies of economic theory argue that unemployment can be decreased by monetary policy only to a point; if unemployment is pushed below its natural level, inflation will accelerate, and eventually the government will have to raise interest rates a great deal, resulting in higher unemployment.⁹⁴ These theoretical ideas have been largely discredited. The idea of hysteresis posits that there are serious long-term effects of unemployment because those who become unemployed might end up outside the labor market and find it more difficult to find jobs later.⁹⁵ Deflationary pressures can raise the real value of debt, which can create self-fulfilling prophecies of low demand.⁹⁶ Low inflation, rather than something to be valued, can limit the options central bankers have in a crisis.

Central banks can’t ignore inflation, but neither should they make it their main preoccupation. As the Great Recession made clear, the focus on inflation did not ensure high growth or economic stability. The choice to focus on inflation or full employment is not technocratic, but rather a choice to prioritize one set of economic outcomes and interest groups over another. In

Central banks can’t ignore inflation, but neither should they make it their main preoccupation.

the early stages of business cycle recoveries, fearful of impending inflation, monetary policymakers have tightened money prematurely, precluding a return to full employment and ensuring that workers can't make up for the losses they suffered in the downturn. The three most recent recessions have been followed by recoveries in which labor markets were too slack to allow workers to share in the benefits of economic growth, partly because policymakers were too worried about inflation and believed it would set in at relatively low levels of unemployment.⁹⁷

Consequences of deprioritizing the full employment mandate

While economists debate the effects of inflation on inequality, the effects of employment are clear.ⁱ Sustained periods of full employment are essential to a well-functioning economy and prosperity for low- and middle-income families, while high unemployment, because of its long-term consequences, has serious repercussions for the economy as a whole.

Estimates show that for every additional percentage point of unemployment, income declines by 2.2 percent for families at the 20th percentile of the distribution, by 1.4 percent for median-income families, and by just 0.7 percent for families at the 95th percentile; these different levels of exposure to unemployment risk are a product of increasing inequality.⁹⁸ Furthermore, unemployment rates for low-skilled and minority workers rise most strongly in response to contractionary monetary policy.⁹⁹ Compared to higher-income workers, whose working hours are relatively stable, lower-income

i Unanticipated inflation hurts bondholders—who are predominately wealthy. However, wages of workers often lag behind increases in prices, so they too suffer from inflation. Econometric studies looking across countries at the effects of inflation (which typically show an association between inflation and inequality) can, however, be misleading. The major episodes of inflation were associated with increases in oil prices, and with governments that seemed unable to respond effectively.

workers see larger cuts in hours worked when the unemployment rate is high.¹⁰⁰

Full employment is fundamental for well-distributed economic prosperity. When the economy is at full employment and labor markets are tight, workers have greater bargaining power, since employers are forced to raise compensation to attract and retain employees. As a result, and as experience shows, the only times we see broadly shared benefits of economic growth are when the economy nears full employment. When labor markets are slack, especially in an era of reduced private-sector collective bargaining, worker bargaining power is low, and low and middle wages stagnate. Economist Alan Blinder has found that inequality rarely declines when unemployment is above 6 percent.¹⁰¹

Moreover, episodes of below-full employment do lasting damage to productivity, equity, and opportunity. New workers, such as recent graduates, who enter the labor market during a recession face weak earnings potential even a decade later.¹⁰² Wage erosion in a recession will not necessarily be offset by wage growth in an expansion. An unemployed worker will find it harder to subsequently find employment and

The only times we see broadly shared benefits of economic growth are when the economy nears full employment.

may even drop out of the labor force. In bad times, lower-income households may underinvest in education and human capital formation.

The Fed's excessive focus on inflation detracts from its responsibility for maintaining economic stability. The recent financial crisis and Great Recession demonstrate how middle-class households bear a disproportionate burden from financial crashes and a volatile and underperforming economy.

Even now, many look to prioritize concerns about inflation over those of full employment. The good news is that there is now a growing recognition that the unemployment rate is not the only measure of labor market slack. In the past five years, the labor market has been weaker than the unemployment rate would appear to indicate because discouraged job-seekers have dropped out of the labor force and many people are working part-time but would prefer to work full-time. Alternative indicators of underemployment help explain rising inequality and wage stagnation.¹⁰³ It appears that the Fed is looking at these numbers.¹⁰⁴

This monetary aspect of economic policy, one that has been largely viewed as a technocratic debate not relevant to the average American, has large and persistent effects on inequality. Historically, we have recognized this. The election of 1896 was contested on the issue of monetary policy—whether to move to a bimetallic standard (gold and silver). The debate then was about inflation versus growth, and about inequality—the conflict between low- and middle-income Americans, then overwhelmingly farmers, and the financial sector. Somehow, in the 120 years that have elapsed since, we have made very little progress.¹⁰⁵ Monetary policy hewing to a rule that prioritizes low inflation at the expense of low unemployment has weakened the position of people who work for their living and strengthened those who make their money from investing.

THE STIFLING OF WORKER VOICE

- ▶ A sustained political attack, dating back to the late 1970s, has weakened unions and workers' rights, while labor policies have not kept up with changes in the modern workplace.
- ▶ Decreased bargaining power has given corporations the upper hand in the labor market, weakening wages, benefits, and working conditions, and leaving managers and owners with a larger share of profits.
- ▶ Unions provide a countervailing force to corporate interests; weak unions upset the country's political balance of power as well as the economic balance of power, allowing corporate interests to act unchecked.

The right to freely associate and bargain collectively is universally recognized as a basic human right, but in the United States the ability of workers to organize has been greatly diminished by a decades-long campaign to erect barriers to unionization, place restrictions on union activity, and weaken labor laws across the board.¹⁰⁶ It is not just the migration of manufacturing from the more unionized North, first to the American South and then offshore, that led to deunionization. Organizing efforts have been stymied in nonmanufacturing industries, too, as well as in resurgent manufacturing bases.¹⁰⁷ Consequently, union participation in the United States fell from over 30 percent in 1960 to 20 percent in 1984 and 11.1 percent in 2014.¹⁰⁸

The decoupling of labor productivity and hourly compensation is perhaps the clearest sign that

something has gone wrong. Over the 40 years between 1973 and 2013, productivity grew 161 percent while compensation rose only 19 percent.⁹ The dissolving strength, number, and effectiveness of unions has perpetuated inequality as a diminished role for unions leads to a system in which corporate interests drown out the voice of labor, forcing workers to accept weak wage growth and an eroding standard of living.

Increased corporate influence at the cost of workers' rights

The overall decline of collective bargaining was not inevitable. Despite facing similar evolutions in technology and globalization, other developed countries have recorded far less union decline. In Canada, for example, unionization rates are not much changed from their 1960s level.¹⁰ Among all OECD countries, an average of 54 percent of the workforce is covered by union collective bargaining agreements, 4.5 times more than in the U.S.

While the decline of the U.S. manufacturing industry has contributed to the decline of collective bargaining, a host of legislative, judicial, and regulatory policies have combined to make America a hostile environment for worker organizing. For example, weaknesses in the National Labor Rights Act make it difficult for workers to place employers under sufficient stress—through demonstrations and strikes—to elicit a conciliatory response. Additionally, workers receive minimal protection under NLRA law. For example, though they cannot be fired for participating in a legal strike, they can be replaced indefinitely and reinstated only at the employer's discretion—a strike deterrent equivalent to direct retribution.¹¹ These weaknesses are the result of deliberate political campaigns aimed at weakening workers' rights. Increasing corporate political influence intensified union political struggles. Following a series of

legislative and judicial defeats, corporations amplified their lobbying efforts between the late 1960s and early 1980s. The number of corporate political action committees quadrupled, while the number of firms with registered lobbyists leapt from 175 to 2,445.¹² The impact of this mobilization on labor interests was manifest in the defeat of the Labor Reform Act of 1977, which was intended to address some of the inadequacies of the NLRA that still plague unions today.

Since the sharp decline of union membership in the 1980s, union weakness has been exacerbated by poor enforcement of the limited protections afforded by labor laws. A 2009 study found violations in roughly half of 1,000 private-sector union certification attempts. Coercive tactics, including threatening to cut wages, close plants, and fire workers, cut at the heart of workers' ability and right to organize and undermine even the facade of worker protection in the United States.¹³

In the face of such intimidation it would be impossible to say that new unions face a level playing field, even given the manufacturing decline. Countries facing similar declines in manufacturing have not seen comparable declines in unionization. There is something different about the U.S., and it is our legal and regulatory framework.

Today, thanks to outsourcing and franchising, the conventional wage-employment relationship has become rarer. Many workers are often only contractually related to the corporations that effectively control their wages and working conditions. But legislators have failed to adapt the NLRA to these new employer-employee relationships and, by barring certain strategies,¹⁴

ii Such actions include secondary action, which are strikes or protests undertaken in solidarity by employees of one firm, aimed at effecting change in a separate but related firm, and multi-employer bargaining, which is the unionization of workers across employer boundaries—a particularly effective strategy in today's fissured workplace.

There is something different about the U.S., and it is our legal and regulatory framework.

the act prevents workers from organizing across supply chains or franchises, effectively preempting workers' rights to organize.¹⁵

More recently, the Supreme Court's ruling in *Harris v. Quinn* allowed workers to opt out of union dues, thereby making it more difficult for unions to collect contributions for representing worker interests, and recent campaigns to expand "right to work" laws to Wisconsin, Michigan, and Indiana have sought to remove labor as a political force against conservative economic agendas in these states.¹⁶ If this pattern continues, both U.S. workers and the American economy will suffer enormous costs.

Decline of unions threatens wages and benefits

Declining unionization has taken a toll on working families in the middle of the income distribution. Cross-country studies show that deunionization has driven a significant part of male wage inequality.¹⁷ More recent estimates find that deunionization accounted for 20 percent of the rise in wage inequality from 1973 through 2007.¹⁸ This deterioration is felt beyond unions themselves. Where unions pass an industry-strength threshold they contribute to pulling up standards and wages for all workers, even those in nonunion jobs.¹⁹ As unions fade, so too

does their ability to raise wages in the broader economy.

The disappearance of unions threatens the health and security of a number of society's most vulnerable groups and has had a significant impact on inequality. For example, in one analysis of 15 low-wage occupations, CEPR found that unionized workers were 25 percent more likely to have health insurance and pension coverage than their non-union counterparts.²⁰

The diminished political power of workers

Beyond fighting for fair working conditions, strong labor unions once functioned as a powerful conduit through which the voice of workers could be channeled into political action that checked managerial excess. This countervailing force helped ensure that the desires of the powerful few did not come to outweigh the needs of the many. Without that



Food service workers at AT&T Park strike.

conduit, American workers will be left essentially voiceless.

Weakened labor organization emboldens corporations, further weakening labor organization and lowering wages and labor standards. Meaningful labor reform will have to address the laws that have long suppressed worker voices in the United States.

THE SINKING FLOOR OF LABOR STANDARDS

- ▶ Stagnating workplace protections and weak enforcement have undermined middle-class workers and imperiled vulnerable low-wage workers.
- ▶ Trapped at the bottom of the income distribution, an increasing number of people are working full time but not earning enough to provide even a basic standard of living.
- ▶ Poor labor standards and enforcement have left millions of workers in poverty, generating large public social welfare costs and slowing demand.

While unionization serves as a platform on which workers can stand to push for better wages and conditions, legally mandated minimum labor standards serve as the floor on which that platform can be built. By guaranteeing minimum protections and compensation, fair labor standards help ensure the reasonable safety and financial health of America's workforce. But after years of neglect and sabotage, America's labor floor fails even to guarantee a survivable

standard of living, leaving millions of U.S. workers to suffer from poverty and economic insecurity.

Beyond direct beneficiaries, improved labor standards bolster wages and conditions across the low-wage sector as a whole and lead to a host of broader economic benefits.

Weakening standards for American workers

The structural cause of the falling labor floor is threefold. First, America's baseline standards set a very low bar for compensation and benefits relative to similar advanced-economy countries or to a baseline of basic needs. Second, the standards we do possess have failed to keep up with inflation and changes in the economy; some have been slashed. Finally, in many cases government agencies fail to enforce standards, leaving workers open to discrimination and other forms of abuse.

Our labor standards do not include health and retirement benefits, and as a result barely a third of the bottom quartile of workers receive paid sick days and only 41 percent have access to retirement benefits of any kind.² With no public health care option and no mandate for employers to provide it, the United States has the lowest health care coverage rate of all OECD nations.²²

Despite possessing the power to strengthen overtime pay, for 40 years the executive branch has allowed these protections to erode. A lack of inflation adjustment, along with President George W. Bush's lowering of the mandated threshold—the salary level at which employers are required to pay overtime—combined to lower the fraction of salaried workers receiving overtime benefits from 65 percent in 1975 to 11 percent in 2013.²³

Inflation has taken its toll on the minimum wage, too. The inflation-adjusted value of the federal minimum wage has fallen from \$9.54 per hour in 1968 to \$7.25 in 2014—a loss of nearly a quarter of its value.²⁴ And as the real value of the minimum declined, wages earned by those working at the bottom fell farther away from those earning a middle-class standard of living. As z shows, in 2014, the minimum wage earned just 35 percent of the average U.S. wage, compared to 54 percent of the average hourly wage in the late 1960s.²⁵

In other instances, labor standards have been actively weakened. Under the Bush administration, millions of employees were reclassified as independent contractors and accordingly exempted from minimum wage and overtime protections and excluded from coverage under workers' compensation laws, Social Security, unemployment insurance, Occupational Safety and Health Administration regulations, and the National Labor Relations Act.²⁶

Beyond the fact that nominal standards are too low, failure to enforce those standards has added another layer of vulnerability to the lives of low-wage workers. Between 1980 and 2007, despite more than a 50 percent increase in the workforce, the United States cut the number of minimum wage and overtime inspectors by 31 percent. A 2008 survey of 4,000 low-wage workers in three cities found that 26 percent received less than the federal minimum

Failure to enforce those standards has added another layer of vulnerability to the lives of low-wage workers.

wage and 76 percent did not receive overtime pay to which they were legally entitled.²⁷ The \$1 billion of stolen wages recovered by various U.S. government agencies in 2012 suggests a widespread problem of significant magnitude, since the vast majority of wage theft goes

MINIMUM WAGE EARNERS FALLING FARTHER BEHIND THE AVERAGE WORKER

Federal minimum wage as a share of average hourly earnings of production workers

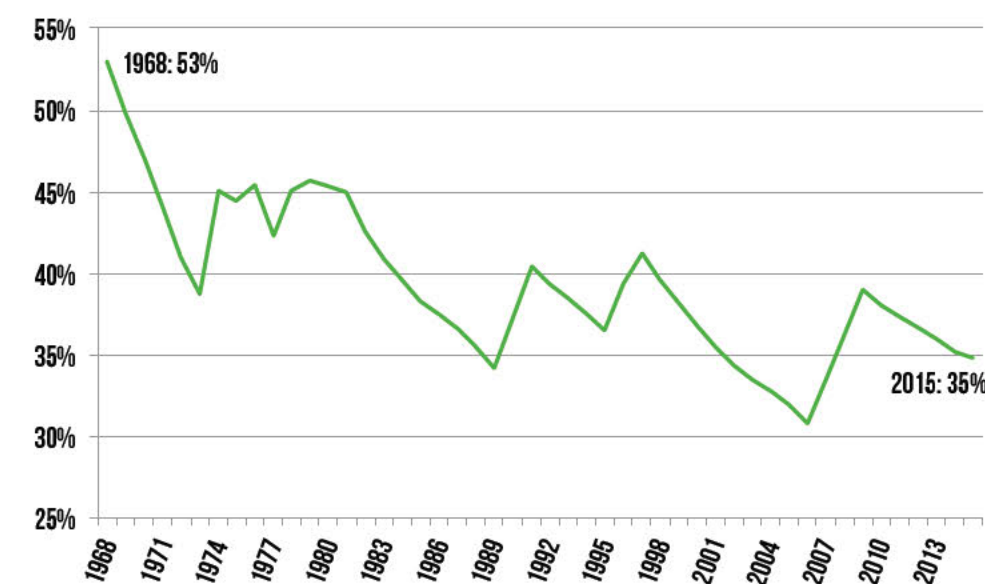


Figure 5

Source: Cooper, David, Lawrence Mishel, and John Schmitt. 2015. "We Can Afford a \$12.00 Federal Minimum Wage in 2020." Economic Policy Institute Briefing Paper.

unreported. Researchers estimated an average loss per low-wage worker of \$2,634 per year with a national total of up to \$50 billion per year.²⁸

The roughly 8 million undocumented workers in the U.S. economy suffer disproportionately from labor law violations. Providing a pathway to citizenship for the 11 million undocumented immigrants in America will bring them out of the shadows and into formal employment protections, raising their wages along with the wages of competing naturalized citizens.²⁹

Increased poverty at the low end of the labor market

Growing poverty and declining wages at the lower end of the labor market highlight how the falling labor floor contributes to inequality. In both the current and previous business cycle expansion, the poverty rate actually *increased*—an unprecedented outcome in a growth period, which suggests labor protections are perilously low and are failing to link economic growth with widespread prosperity.³⁰

Beyond minimum wage earners themselves, the minimum wage appears to set the wage structure for other workers at the low end of the wage distribution. Econometric evidence indicates that changes to the minimum wage can push up or drag down wages for those just above the bottom, particularly those in the bottom 10 percent of wage earners.³¹ The minimum wage also reduces poverty, with one estimate showing that a 10 percent increase in the minimum wage would reduce poverty by 2.4 percent.³²

The minimum wage is one of the main determinants of inequality between those at the bottom of the distribution and those in the middle, often measured as the ratio of those

at the 50th percentile to those at the 10th. Because the level of the minimum wage is set slightly higher up the wage scale, the weakening minimum wage is one of the major reasons that inequality at the bottom has deepened in the past several decades, particularly for women and people of color.³³ Researchers at the University of California, Berkeley Labor Center estimate that, because the jobs of workers at the bottom do not pay enough to meet a basic needs budget, the federal government along with taxpayers spent nearly \$153 billion per year from 2009 to 2011 on Medicaid, the Children’s Health Insurance Program, food stamps, and Temporary Assistance for Needy Families.³⁴

Basic labor rules and standards should ensure that employers pay workers enough to provide their families at least the essentials. However, today a full-time work schedule at the minimum wage falls short of the federal poverty level for a family of two—a number that may already be greatly underestimated. Of all those receiving Medicaid, food stamps, TANF, or the Earned Income Tax Credit, 73 percent earn a market wage and still cannot secure a basic standard of living through labor income.³⁵ Beyond low wages, though, working families are suffering from uncertain work schedules and a lack of health care and retirement benefits, all of which lead to perpetuated cycles of inequality.³⁶

Even within the already-vulnerable category of low-wage workers, poor labor standards hurt some groups more than others. Immigrants, women, and racial minorities are disproportionately represented among low-wage workers and precarious part-time, temporary, and informal employees. They are also the frequent target of labor standards violations.³⁷

In the case of undocumented workers, research shows potential to generate growth while improving conditions. In 2013, economist

Robert Lynch and immigration expert Patrick Oakford estimated that delivering comprehensive immigration reform would boost undocumented workers’ wages by 15-25 percent and U.S. economic output by \$832 billion to \$1.4 trillion over a 10-year period.³⁸

RACIAL DISCRIMINATION

- ▶ Income and wealth outcomes are poor for people of color relative to whites; the disparity has grown since the financial crisis.
- ▶ Residential and educational segregation leads to less opportunity, and employment discrimination means that getting a job is more difficult for people of color.
- ▶ This structural discrimination creates large wealth gaps between whites and other population groups—inequalities that transmit down through generations from parents to children. This is especially troubling given that people of color make up a majority of America’s future workforce.

Racial discrimination—through legalized segregation in the 19th and first half of the 20th century and through the de facto segregation and discrimination that persist today—is a clear driver of economic inequality in the United States.

Living in concentrated poverty perpetuates intergenerational cycles of wealth disparity. Radically unequal access to education, housing, and other wealth-building assets ultimately

weakens the employment opportunities for African-Americans and Latinos in the United States. This inequality has an institutional basis and is not just the result of some people’s personal biases. As the U.S. population becomes majority-minority by 2050, the systematic exclusion of a large swath of the population from economic opportunity will further threaten efforts to promote both equality and economic performance of the United States in an increasingly globally competitive world.³⁹

A history of exclusion through rules

During the middle of the 20th century, the United States made huge public investments—in education, social services, and infrastructure—that laid the foundation for growth. The GI Bill, perhaps the most famous example, devoted \$95 billion to help 16 million veterans returning from World War II get a college education, get job training, and purchase a home. But the benefits of such investments in the building of the middle class were never fully extended to include communities of color, and in fact they excluded African-Americans in staggering ways. To cite just one example, “by October 1, 1946, 6,500 former soldiers had been placed in nonfarm jobs by the employment service in Mississippi; 86 percent of the skilled and semiskilled jobs were filled by whites, 92 percent of the unskilled ones by blacks.”⁴⁰

Similarly, the New Deal was laden with policies that were shaped by and reinforced race and gender discrimination. For example, the projects of the Federal Housing Administration buttressed the boundaries of segregation during the Jim Crow era.⁴¹ Agricultural and domestic workers, who were overwhelmingly African-American, were originally excluded from the Social Security program.⁴² The results of decades of discrimination reverberate today.



Sign on a restaurant taken in Lancaster, Ohio, 1938.

This extends to the housing and labor markets. Recent research has shown that across the income spectrum African-Americans, Latinos, and Asians live in higher-poverty neighborhoods than whites with similar incomes. Disparities between whites and people of color are worst at the lowest income levels. Living in neighborhoods of concentrated poverty is a phenomenon relatively common for African-Americans, Latinos, and low- and moderate-income Asians, but almost unknown for whites.⁴³

This also continues today in policing policy. Currently 2.3 million Americans overall are behind bars, more than 1 percent of all adults, a rate that has tripled in recent decades and is higher in absolute terms than even China's prison population.⁴⁴ Mass incarceration, which falls most heavily on populations of color, has serious consequences for economic equality. This extends to schools, where African-American students are three times as likely as whites to be suspended from school, putting them at risk for the school-to-prison pipeline.⁴⁵

The lack of a path to citizenship for 11.2 million undocumented Americans relegates more than 5 percent of the workforce to the shadows,

vulnerable to exploitation beyond the reach of labor laws.⁴⁶ Of these, approximately 85 percent are from Mexico or other parts of Central or Latin America.⁴⁷ Undocumented status reduces bargaining power and the mobility of workers, and they are more likely to be paid lower wages for the same work and experience wage theft and labor violations because they have no enforcement mechanisms to which to turn. Undocumented workers pay taxes, though they receive a proportionally lower share of the benefits from public services, but studies show that normalizing their legal status in the workplace would raise tax revenues as well as incomes for them and other low-wage workers.⁴⁸

Unequal outcomes for people of color

The outcomes resulting from limited access to education and jobs—structural discrimination—compound income inequality. Since the 1980s, the unemployment rate for African-Americans has averaged more than twice that for whites. While white unemployment peaked at 8.7 percent in 2010, African-American unemployment reached 16 percent. At the recession's height, white unemployment remained well below where African-American unemployment has hovered since 1980.⁴⁹

But the problem is not unemployment alone. Even for those who do have jobs, workplace segregation persists.⁵⁰ As our economy creates increasing numbers of low-wage jobs, primarily in retail, food service, and home health care, workers of color and especially women are concentrated disproportionately in those sectors.⁵¹ Research suggests discriminatory hiring practices are in part to blame.⁵² In a recent field test, researchers sent white, African-American, and Latino applicants with experimentally varied resumes to apply for entry-level, low-wage jobs in New York City. Not only were African-American applicants half as likely as equally qualified whites to get a callback or job

offer, but also whites with recent prison records actually fared as well as African-American and Latino applicants with clean backgrounds and similar credentials.⁵³

The outcomes are stark. Thirty percent of African-American children, 28 percent of Native American children, and 23 percent of Latino children live in high-poverty areas—compared to just 4 percent of white children.⁵⁴ African-Americans make up 42.5 percent of students in high-poverty elementary and secondary schools, despite accounting for less than 16 percent of the overall student population. Latino students make up nearly 31 percent of students in high-poverty schools while accounting for just 23.7 percent of the student population.⁵⁵

The combination of residential and educational segregation, hiring and workplace discrimination, and undocumented status means that people of color are far more likely to end up in poverty. Poverty rates are more than double for Native Americans, African-Americans, and Latinos than they are for whites (27, 25.8, and 23.2 percent respectively, versus 11.6 percent) and the numbers are even worse for children: almost 40 percent of African-American children and more than 30 percent of Latino children live in poverty, compared to 12 percent of white children.⁵⁶

The culmination of these structural factors keeps people of color from getting ahead in the economy. Figure 6 shows the likelihood of upward economic mobility for children born to parents in the bottom 25 percent of the income distribution. For whites born into the lowest group, 14 percent of

children reached the top quarter of the income distribution as adults while 32 percent remained at the bottom. African-American children born to parents at the bottom of the income distribution were twice as likely as whites to end up there as adults; only 4 percent of African-American children from the bottom climbed to the top as adults.⁵⁷

Institutional practices have also made it difficult for people of color to build wealth. After its founding in 1934, the Federal Housing Administration often refused to insure mortgages in neighborhoods with more than a few African-American residents. This practice, called redlining, denied African-Americans opportunities to own property and build wealth that could be passed down to their children.⁵⁸ This wealth gap becomes self-perpetuating: a lack of wealth makes it harder to purchase housing and build equity. A lack of wealth also makes it harder

PEOPLE OF COLOR FACE A YAWNING WEALTH GAP
Net worth of the median household, real 2013 dollars



Figure 6

Source: Rakesh, Kochhar and Richard Fry. 2014. "Wealth Inequality has widened along racial, ethnic lines since end of Great Recession." Pew Research.

to mitigate poverty, which in turn puts people further behind in the labor market.

According to analysis of Federal Reserve data by the Pew Research Center, shown in Figure 7, the wealth gap between the median white household and the median African-American and Latino household is substantial and widening. Although median net worth over all groups decreased with the recession beginning in 2007, the decline left people of color relatively even worse off. In 2013 the median white household had a net worth 13 times that of the median African-American household and 10 times that of the median Latino household; for both groups median net worth fell farther behind the median white household since the Great Recession.⁵⁹ Research shows that the largest drivers of the wealth gap are years of homeownership, household income, employment, education, and preexisting family wealth.⁶⁰ Because of the lack of inherited wealth in African-American communities,

UPWARD MOBILITY OF CHILDREN BORN IN THE BOTTOM INCOME QUARTILE

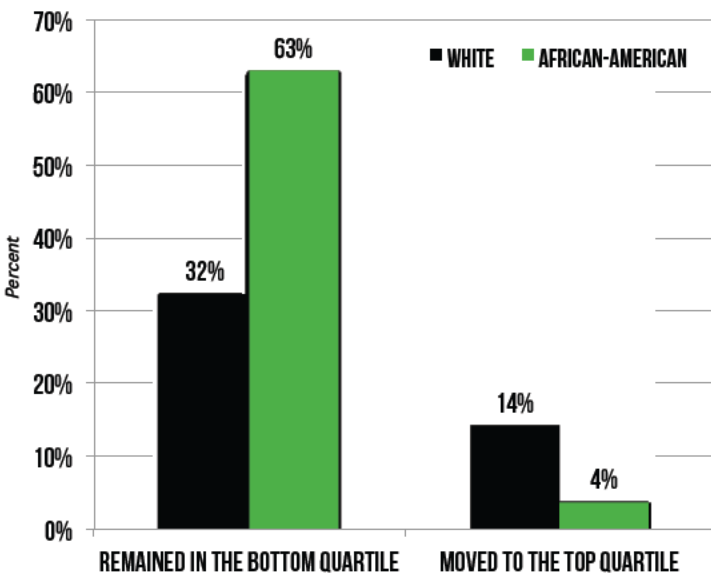


Figure 7

Source: Hertz, Tom. 2006. "Understanding Mobility in America." Center for American Progress.

African-Americans purchase homes when they are relatively older, and thus take longer to build home equity, so they have a smaller cushion during hard financial times.⁶¹ When the 2008 financial crisis hit, African-Americans—already economically vulnerable—were hit disproportionately hard.⁶²

Because incarceration or formerly incarcerated status affects employment, earnings, and economic mobility, it increases poverty for individuals and families, but disproportionately for people of color: 2.3 percent of African-Americans and 0.7 percent of Latinos are incarcerated, compared to 0.4 percent of whites.⁶³ According to a 2010 Pew Charitable Trust report, incarceration "reduces hourly wages for men by approximately 11 percent, annual employment by 9 weeks, and annual earnings by 40 percent."⁶⁴

The effects of incarceration transcend an inmate's time within the correctional system and have lifelong, even intergenerational impacts on economic productivity. Indeed, many scholars, including Michelle Alexander, view the prevalence of criminal records as a modern "Jim Crow," banishing African-Americans to second-class status over multiple generations.⁶⁵

Those with a criminal record have significant difficulty finding a job for any number of reasons, including laws that prevent them from working in certain occupations and potential legal liabilities pertaining to employers, plus they are denied access to important social safety nets like education and housing.⁶⁶ The American Bar Association uncovered 38,000 statutes with a collateral consequence for a conviction; 84 percent of these are related to employment, and 82 percent of them have no end date. The ABA notes that "a crime committed at age 18 can ostensibly deny a former offender the ability to be a licensed barber or stylist when he or she is 65 years old."⁶⁷

The economic consequences of structural discrimination

Taking into account both the increasingly punitive nature of the criminal justice system and higher unemployment rates from the Great Recession, most African-American men are in no better of a position relative to white men than they were in the late 1960s.⁶⁸

In addition to the cost of discrimination for individuals and their communities, structural discrimination serves as a drag on national economic performance. There are many estimates of the costs of discrimination for African-Americans, including the aggregate loss of not using existing and potential education and skills. Chris Benner and Manuel Pastor examined factors that could explain "growth spells" for the 184 biggest U.S. regions from 1990 to 2011, and they found that the duration of these growth spells was strongly connected to income and race. "The punch line of this work is that regions that are more equal and more integrated—across income, race, and place—are better able to sustain growth over time."⁶⁹

In sum, a combination of historical exclusion, segregation, and discrimination has led to markedly worse economic outcomes for people of color relative to whites. And children disproportionately bear the brunt, which is not only morally reprehensible but also economically unsound and bad for growth. But this is a call to action rather than despair: even the most pernicious effects of race and class discrimination can be battled with better policy decisions.

GENDER DISCRIMINATION

- ▶ Labor institutions and government policy create obstacles to women joining the workforce.
- ▶ Women face structural discrimination that increases inequality.
- ▶ Discrimination in wages and access to work reduces aggregate demand and hampers growth.

The entrance of women into the workforce since the 1970s has had profound effects on economic performance. Between 1950 and 1999, the workforce participation rate for women 15 and over rose from less than 40 percent to 60 percent. Women's entrance into the workforce in the 1970s and 1980s drove nearly a fifth of real GDP growth.⁷⁰

However, U.S. labor market institutions designed to support the two-parent, one-income households of the 1950s have failed to adapt to the new reality. Gender discrimination at the workplace, as well as factors such as a lack of paid sick and family leave and the unavailability of affordable childcare, have dampened women's incentives to participate in the labor force. Women's workforce participation is well below its potential, particularly in the U.S. Indeed, over the past 15 years, women's participation in the U.S. labor force has declined from 60 percent to 57 percent, while it increased in most other OECD countries.⁷¹

The rules fail to accommodate working women

Lack of pregnancy and maternity protections often drive women out of the workforce. Among working mothers without paid leave who lost

their jobs after staying home with a newborn, less than half found jobs again within a year. By contrast, 87.4 percent of mothers with paid family leave returned to work within a year.⁷²

Women who participate in the workforce face significant hurdles. They comprise two-thirds of the nearly 20 million low-wage workers in the country, even though they represent less than half of all workers. Half of the women working in low-wage jobs are women of color. Mothers make up 3.5 times as large a share of the low-wage workforce as do fathers (21 percent vs. 6 percent).⁷³

Meanwhile, occupations considered predominately female—namely nursing, home health care, and educational services—remain undercompensated.⁷⁴ Recent studies reveal that regardless of gender or skill level, workers in these female-dominated fields earn less than their equivalents employed outside the “caring economy.”⁷⁵

A lack of family-friendly policies keeps many women out of the workforce and makes it harder for those who are working to balance the demands of juggling work, family, and social responsibilities. A mere 13 percent of U.S. workers have employer-based paid family leave, nearly two-in-five private-sector workers (roughly 40 million people) lack even a single paid sick day, and fewer than 40 percent have access to personal medical leave through employer-provided short-term disability insurance.⁷⁶ Ninety-five percent of part-time and low-wage workers have no access to paid family leave.⁷⁷ A 2013 Oxfam survey found that 14 percent of low-wage workers had lost a

job in the previous four years due to their own or a family member’s illness.⁷⁸

The impact of paid leave policy can be seen in the differences in women’s labor force participation across a selection of advanced-economy countries (Figure 8). In the United States, with no paid leave policy, 74 percent of working-age women participated in the labor force in 2013—the same rate as in 1990. Contrast this with other peer countries, where paid leave benefits start at 26 weeks and often extend to both parents, and where smart policies have empowered women to balance work and family life, enabling more to participate in work and contributing to the overall economy.⁷⁹ Reproductive health care is a matter of economic security. In one study that asked women why they use birth control, the majority reported that doing so allowed them to take better care of themselves or their families, support themselves financially, get or keep a job, or complete their education.⁸⁰ Research has shown that women’s ability to plan and space their pregnancies (through access to birth control) improves educational attainment and lifetime earnings.⁸

PAID LEAVE OPENS WORK TO MORE WOMEN

Female labor force participation rate, age 25-54

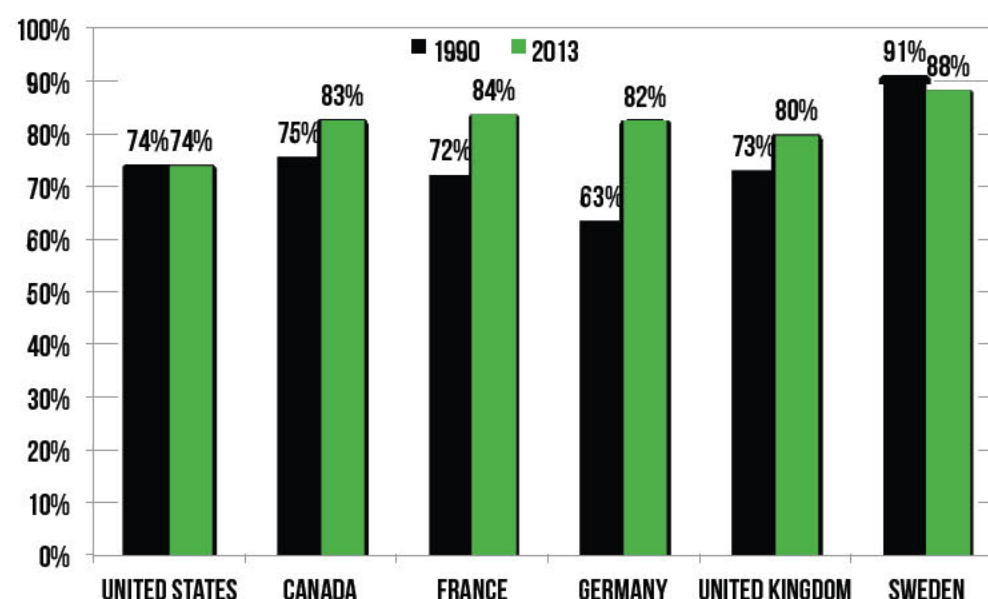


Figure 8

Source: Authors’ analysis: “Online OECD Employment Database.” Organization for Economic Development.

Other studies have shown the multigenerational impacts of family planning access: When mothers have access to birth control, their children are more likely to have higher family incomes and college completion rates.⁸² Even though the Affordable Care Act has dramatically improved the standard of care guaranteed to women who have insurance coverage, recent restrictions on abortion and family planning have made it more difficult for all women to access comprehensive health care.⁸³ These restrictions lead not only to a series of devastating health consequences, but contribute to the economic insecurity of women and their entire families and communities.

The enduring gender pay gap

The wages of U.S. women continue to lag behind those of their male counterparts of equal age, education, and professional experience. More than 50 years ago President John F. Kennedy signed the Equal Pay Act, which prohibits discrimination “on account of sex in the payment of wages by employers.” At that time, women were paid 59 cents for every dollar paid to their male counterparts. A half-century has passed and that gap has shrunk by less than 20 cents; women today make approximately 78 cents for every dollar paid to their male counterparts. African-American and Latina women are paid only 64 and 56 cents, respectively, for every dollar paid to white men, equivalent to an annual loss of nearly \$19,000 for African-American women and \$23,279 for Latinas.⁸⁴

Economic benefits of gender equality

Addressing these economic and health inequities is not only a moral necessity, but would also have significant economic benefits, both for families and for the economy more broadly. Implementing equal pay would mean an income increase for nearly 60 percent of U.S. women. Two-thirds of single mothers would get a raise of 17 percent (equal to more than \$6,000 a year), and the poverty rate among these families

would drop from 28.7 percent to 15 percent. Pay equity would reduce poverty among working women by half and would therefore reduce the need for the safety net programs many working families rely on to make ends meet. The total increase in women’s earnings as a result of pay equity would be 14 times greater than combined federal and state expenditures on Temporary Assistance for Needy Families.⁸⁵

Continued discrimination against women in the workforce increases economic inequality, but also reduces aggregate demand and thereby stymies economic performance. Raising women’s labor force participation rate to that of men’s is a huge boon to economic performance across nations and would increase U.S. GDP by 5 percent.⁸⁶ Paying women the same wage as men for equal work would increase U.S. GDP by 3–4 percentage points, according to recent estimates.⁸⁷ Considering that the incentive of equal pay would further increase women’s workforce participation, the stimulus impact gets even bigger.

WHAT IF WOMEN EARNED EQUAL PAY?



Source: Institute for Women’s Policy Research: <http://bit.ly/iwpreqpay>

REWRITING THE RULES

To fix the economy for average Americans, we need to tackle the rules and institutions that have generated low investment, sluggish growth, and runaway incomes and wealth accumulation at the top and created a steeper hill for the rest to climb. It would be easier, politically, to push for one or two policies on which we have consensus, but that approach would be insufficient to match the severity of the problems posed by rising inequality. This set of proposals aims to reduce inequality and improve economic performance by restructuring the rules shaping the economy. As we discussed in the previous section, we cannot alter the dynamics of our distorted economy without broad, bold, and comprehensive measures to put the United States back on track.

The agenda we offer pulls apart the web of privileges and incentives business lobbyists and their politicians have woven into the rules of the economy and our society—and which have led businesses away from the kind of productive investments that would lead to robust and broadly shared economic performance. The policy reforms we envision would restructure how businesses, employees, and the public sector work together to ensure that work delivers a good standard of living and that we make the investments needed for the U.S. economy to thrive and face the challenges of a globally competitive world.

The approach is two-fold. The first move is to tame rent-seeking behaviors that unduly reward those at the top while raising costs for the rest and reducing the efficiency and stability of the U.S. economy. As long as the growth of the economy is predicated on rent-seeking and financial bubbles, we will not see the investment in companies, people, and infrastructure needed for sustainable growth. We begin by looking at the markets where firms have outsized power—both to make rules and to extract rents—and aim to reset the rules so that these markets will function more productively. Next, we examine the financial sector, which for years has had the power to regulate itself and evade public

scrutiny, and we seek to ensure that it fulfills its societal missions without imposing excess costs on the rest of society. We also seek to address rampant short-termism, which has supplanted productive long-term corporate health. Finally, we outline tax reform that would reduce rent-seeking incentives and raise revenue for public investment.

The second part of our agenda seeks to restore the rules and institutions that ensure security and opportunity for the middle class. The steps along this path are straightforward: Restore full employment and invest in public infrastructure. Update and enforce the rules that protect workers to ensure wages keep pace with productivity. Reduce obstacles to labor market participation for all workers, particularly women, people of color, and immigrants. Finally, provide affordable and quality public education, health care, child care, and financial services, as well as retirement security, to enable families and individuals—all Americans—to pursue the American dream through work. To compete globally in the 21st Century, the U.S. economy needs to have every cylinder firing.

Some of these ideas are new and some are familiar, but they all build on renewing the promise of security, opportunity, and freedom

from want that America made 75 years ago as it emerged from the Great Depression and established itself as the world's preeminent power. The New Deal created a baseline of innovative policies committed to economic growth, opportunity for all, and protection of those less able to fend for themselves. President Franklin Roosevelt developed institutions to balance government and the private sector in pursuit of both growth and the common good. The New Deal set the standard for large reductions in inequality and huge economic gains for several generations that followed.

The inequality we are experiencing is a choice, and we have the opportunity to make a better choice. Generations still to come will be grateful if we can deliver on President Roosevelt's commitment.



A New Deal Program Poster. Between 1935 and 1943, the WPA provided almost 8 million jobs.

President Franklin Roosevelt developed institutions to balance government and the private sector in pursuit of both growth and the common good.

TAMING THE TOP

The growth of the top 1 percent was enabled by specific policy decisions. It occurred when we removed safeguards that protected consumers and taxpayers from excesses in the financial industry and failed to update other common-sense regulations. It occurred when corporations cast aside their own long-term interests in favor of short-term stock gains for shareholders and distortionary CEO pay packages. It occurred when we restructured the tax code in ways that led to more leverage and higher executive pay, as opposed to more investment in productive assets. Addressing these issues doesn't just address inequality; doing so will also build a solid foundation for the economy of the 21st century. To secure the investments needed for future growth and shared prosperity, we must circumscribe market power, fix the financial sector, incentivize long-term corporate management, and rebalance the tax code. An agenda to do so is outlined below.

MAKE MARKETS COMPETITIVE

Inequality is exacerbated by power—deviations of the market economy from the competitive paradigm. In many sectors, firms have had the

power to raise prices. There is not just market power, in the sense that the term is usually understood. There is also political power—the ability of corporations to secure legislation and regulations that enable them to charge more to consumers and to pay less to suppliers and workers, to get more from the government while contributing less to the public good. President Theodore Roosevelt used antitrust laws to curb both the economic *and* political power of the large corporations. The economy has evolved, but antitrust has not always kept up. It has failed to attack monopoly and monopsony power in all the manifestations that have become endemic in the 21st century.

We need a 21st century competition law that recognizes that we have moved from a manufacturing to a service and knowledge economy, where different principles of competition are relevant. Below we propose interventions to restore balance in a few key areas: intellectual property rights, global trade agreements, health care prices, and consumer finance protections. However, many of the proposals outlined in later sections—from the financial sector and labor law to monetary policy to the management of globalization—also aim to rebalance a network of rules and institutions that have increasingly exacerbated the imbalances of political and economic power in the country.

We need a 21st century competition law that recognizes that we have moved from a manufacturing to a service and knowledge economy.

► Restore balance to intellectual property rights

Intellectual property rights, or IPRs, provide a clear example of how markets cannot be separated from the human-made rules that shape them. A legal framework and supporting institutions must provide appropriate incentives for innovation and encourage investment. But incentives must be balanced with the imperative for innovations and the associated knowledge to be widely dispersed and accessible in the interest of fair competition. IPRs can be written to achieve this balance, but our intellectual property regime has lost its sense of balance, with consequences that can be dramatic.

Today in the U.S., IPRs often shield intellectual property owners from competition in the same way high tariffs protect domestic industries. They raise prices paid by consumers, with the additional payments generating monopoly profits. In one example, the grant to the company Myriad of the patents to BRCA genes—the genes that affect the likelihood of getting breast cancer—impeded access to life-saving tests and the development of cheaper and more effective tests. After the Supreme Court in a pathbreaking ruling invalidated the patent protection, far better and cheaper tests emerged. But the legacy of Myriad's market power, created by its patent, lives on; it still has the lion's share of the market.

In trade agreements like the Trans-Pacific Partnership, the United States pushes strong IPRs without balance, which advances the interests of the pharmaceutical, software, and entertainment industries but does not yield the most economic benefits or—the evidence shows—provide meaningful incentives for innovators. Insistence on including excessively stringent IPR protections would mean that life-saving medicines, renewable

energy technologies, and other innovations would be put further out of reach both in the United States and in trading-partner countries, deterring more research and development.

Better balance is possible. For instance, in the United States, we balanced the need for innovation and access to life-saving drugs with the Hatch-Waxman Act of 1984, which by 2012 meant that 78 percent of all drugs dispensed in pharmacies and health care facilities were lower-cost generics. Without competition from generics, drug prices would be even higher than they are today.

► Restore balance to global trade agreements

While it is essential that the United States work with global partners to establish rules for international trade and investment, the kinds of rules that we've been making through trade agreements increasingly set the terms of trade in favor of businesses and against workers and the public interest in both the United States and among our economic partners. These rules determine who will benefit from an increasingly globalized world, but trade agreements—written behind closed doors, with the active participation of firms but no other stakeholders—are failing to deliver the rules we need for managing globalization.

One set of provisions that increasingly increasingly balances the odds against ordinary Americans is the protections for foreign investors that U.S. negotiators insist other countries must adopt in the so-called investor-state dispute settlement mechanisms. These provisions create private international arbitration panels in which investors can sue governments, and parties have no recourse to legal review and appeal. While investors should be protected

The kinds of rules that we've been making through trade agreements increasingly set the terms of trade in favor of businesses and against workers.

against rogue governments seizing their assets or formulating policies that discriminate against specific firms, this is not what these provisions are about; investors can already buy insurance against such outcomes from the World Bank's Multilateral Investment Guarantee Agency as well as some U.S. government programs for insuring investment. Rather, the real intent of these provisions is to impede health, environmental, consumer safety, and even financial regulations meant to protect the public interest from egregious business practices. That's why U.S. negotiators insisted on including such investor protections in an agreement with the European Union—where the rule of law and protections against expropriation are already on par with the United States. By limiting the scope for policy in the public interest, investor protections actually make it harder for trading-partner countries to raise their own standards and make it easier for companies to move production offshore or extract wage concessions with such threats.

Trade agreements with true high-road standards for the global economy—be they in labor rights or environmental, consumer, and public health protections—would have rules where the benefits of an agreement are only made available contingent on certified compliance with standards. In other words, businesses wishing to

trade with businesses in the United States under the terms of an agreement should be audited and certified by a credible, independent third party such as the International Labor Organization; certification then buys the company a right to trade under the preferential treatment of a trade agreement. This requirement has been shown to work to raise standards—for example, among Cambodian garment exporters—in contrast to the enforcement model of other U.S. agreements covering trade from Bahrain to Bogota on which the Trans-Pacific Partnership is based.²

Getting the rules right on trade begins by not exporting to other countries the economic rules that have led to skyrocketing inequality in income, wealth, and political influence. While much of the “trade policy” agenda focuses on technical legal aspects of international economics, we also know that international agreements don't create trade, people do. Policies outlined elsewhere in this report aiming to establish true equality of opportunity and to tame the excesses of market power for a more open and broadly beneficial market competition will also be key to ensuring that people in the U.S. economy can seize on and create the opportunities made possible by a world with deepening globalization.

► Provide health care cost controls by allowing government bargaining

Firms across the health care industry, from hospitals to insurance companies to drug makers, have been allowed to consolidate and expand, reducing competition and thus raising prices. Additionally, government has legally circumscribed our own ability to negotiate costs. Indeed, U.S. health care costs are the highest in the world—we spend more (both absolutely and as a percentage of GDP) than any other country, and yet outcomes are disappointing, far poorer

than many countries that spend significantly less.³ By bargaining with drug companies for bulk purchases, the U.S. Department of Veterans Affairs pays 40 percent lower prices for prescription drugs than typical market prices.⁴ In contrast, the 2003 Medicare Part D expansion explicitly prohibited negotiating for lower drug prices, meaning senior citizens and taxpayers pay significantly more for drugs.⁵ The federal government should establish a national prescription drug formulary, establishing the cost effectiveness for all prescription purchases covered under all public health insurance plans, not just those for veterans. Competition to be one of the recommended medicines on the formulary—with a high benefit cost ratio—will drive down prices.

► Rebalance the rules for bankruptcy by expanding coverage to homeowners and students

When individuals or corporations can't repay what is owed, a bargaining process usually follows. The legal backdrop—what happens if the parties can't reach an agreement—determines the relative bargaining power of the different creditors and the debtor, and shapes the outcome of the bargaining process. Changing the rules to favor creditors—as we did in the Bankruptcy Abuse Prevention and Consumer Protection Act of 2005—provides a clear example of how the legal and institutional framework shapes the economy and increases inequality. While we did not circumscribe practices like predatory lending or usurious interest rates that ultimately led to situations where large numbers of Americans became overindebted, we did strengthen the bargaining power of banks.

Similarly, current bankruptcy laws favor certain sets of debtors and lenders over others. We

changed the bankruptcy laws to prioritize repayment on derivatives—the financial products from which the banks make so much money—over repayment of debts to workers. At the same time we made student debt more difficult to discharge than loans taken to buy a yacht.

Simply reversing these changes would be a start in restoring balance. Removing the special protections for derivatives in bankruptcy, a feature that benefits Wall Street but actually makes firms more risky as they rely more on these exotic instruments, is essential in reducing the excessive financialization of the economy. Removing some of the most burdensome elements designed to make filing harder will help individuals move on from the misfortunes that can happen throughout life. Of course, a large fraction of personal bankruptcies in recent years has been a result of a medical emergency, an extended period of unemployment, and especially a combination of the two.⁶ The health care reforms already enacted and the reforms in macroeconomic policy discussed below—combined with curbing the predatory and exploitive activities of the financial sector—should make the occurrence of bankruptcy and financial hardship more rare.

But there is more we can do. A homeowners' chapter 11, analogous to corporate chapter 11, would keep families in homes and give a fresh start to families overburdened with debt.

FIX THE FINANCIAL SECTOR

A recurrent theme of this report is that the financial sector has not been performing the tasks that it is supposed to: managing risk, allocating capital efficiently, intermediating between savers and investors, providing funds for investments and job creation, and running an efficient 21st century payments mechanism.

Rather, it has mismanaged risk, misallocated capital, prioritized exploitation and market manipulation, and created an extraordinarily expensive payments mechanism, out of tune with the advances afforded by modern technology. A well-functioning economy needs to have a well-functioning financial market. Financial markets are important. Unfortunately, our financial market, while not performing the critical tasks of providing capital to worthy endeavors, has given rise to enormous inequalities and has resulted in poorer economic performance—lower growth and more instability.

As a result, the economy is weaker and more prone to bubbles and panics. The Dodd-Frank Act was an excellent start, but the legislation did not change the structure of the dysfunctional system. Further reform can and should reduce the risks of the financial sector to the economy as a whole, increase transparency, combat short-term time horizons, enhance competition, reduce the scope for rent-seeking, and make sure that banks fulfill their primary social responsibility of providing the financing that firms need to invest and innovate.

The goal of the financial sector reforms we propose are two-fold. First, we aim to prevent the sector from imposing *harm* on the rest of society, either on individuals (as evidenced in predatory lending and market manipulation) or on the economy as a whole (through the systemic effects cascading from individually reckless financial behaviors).

Second, we aim to develop a financial system that actually serves our society—for instance by helping to effectively finance small business, education, and housing. If the middle-class life is to be attainable for all, we will have to have financial products and a financial system that supports its flourishing. It is regrettable that almost all of the discussions of reforming

A well-functioning economy needs to have a well-functioning financial market.

the financial sector have focused on the first goal—simply preventing harm. Taking away opportunities for high profits from anti-social activities holds out the promise that the sector might refocus its attention on what it is supposed to be doing. But there is more that can be done, and in later sections, we provide examples.

In this section we focus on the first goal: curbing the current system's risks to the overall economy and curtailing practices that directly cost consumers. We propose an agenda that ends "too big to fail," reduces the risks in "shadow banking," increases financial market transparency, makes a more efficient payments mechanism by limiting credit and debit card fees and enhancing competition, enforces rules with stricter penalties, and reforms Federal Reserve governance. Later in the report we will outline plans to improve financing of essential elements of a successful life, like paying for a college education or buying a home.

► End 'too big to fail'

We have yet to undertake the reforms needed to end too big to fail and thus reduce the potential for failure of large financial institutions

to damage the broader economy. Banks that are backed by the government and are so big that their failure will cause the entire economy to contract don't need to internalize the costs of their failures and can reap huge benefits from risky bets. They have a perverse incentive to take on excess risk, knowing that should a problem arise they will be bailed out, with losses being borne by others. This, of course, is exactly what occurred in the 2008 financial crisis, the impacts of which still reverberate throughout the economy.

Despite recent experience, banks are still not only too big to fail, but also too big to manage — evidenced by repeated failures like the "London Whale."ⁱ And even when they are not too big to fail, they can be too interconnected, too interlinked to fail: with excessive linkages (e.g., those associated with CDs and derivatives), the failure of one institution can lead to a cascade of other failures—stoppable only with a government bailout. That is why interlinkages need to be transparent and regulated.

The Financial Stability Oversight Council should assess large, systemically risky financial firms with an additional capital surcharge above what regulators currently assess under the Basel Accords in order to make failure less likely and more manageable. Moreover, being too big to fail (or too interconnected to fail) gives banks an advantage: they don't have to account for the costs their failure poses to the system as a whole, and get a subsidy as a result. The surcharge corrects for a market distortion that otherwise would favor such banks, even if they are not more efficient than smaller ones.

A surcharge would force banks to internalize the true cost of their risks and improve economic

ⁱ The so-called "London Whale" refers to a trader (or a group of traders) at the JP Morgan London office who lost more than \$6 billion for the bank in a series of risky derivatives bets over the course of 2012. The incident high-lighted lacking oversight both internally and on the part of regulators.



An Occupy Wall Street protester outside of Bank of America in 2011.

efficiency, while insulating taxpayers from the costs of failed institutions. And, to avoid the unproductive debate over how to exactly quantify “systemically important financial institutions,” the requirements should be graduated rather than set to a specific level.

Further, if firms are incapable of producing “living wills” that the Federal Reserve and the Federal Deposit Insurance Corporation believe show how they can unwind in bankruptcy without causing massive costs to the rest of the economy, then these institutions need to be broken up along business lines and by size so that potential failures can be better managed. In addition, living wills and their analyses should be made public. The wills have to be designed to work not just in normal times but also in the abnormal times associated with a financial crisis.

► Regulate the shadow banking sector and end offshore banking

Among the too big to fail financial institutions are shadow banks, which are nonbank financial institutions that engage in lending. They include money market funds, insurance companies like AIG, and even automakers. Even though these nonbank financial institutions were integral to the causes of the financial crisis, with many of them having to be bailed out, post-crisis reform hasn’t done enough to address the enormous risks inherent in the sector’s opaque activities and non-arms-length lending.

The shadow banking sector continues to grow while remaining insufficiently regulated.⁷ In fact, much of the activity in the shadow banking system is motivated not by its greater efficiency but simply to circumvent regulations designed to ensure the stability and efficiency of the financial system. We must not only address the regulatory defects that have allowed this sector to grow too fast. The crisis revealed that our regulatory structure was not up to the task ; it hadn’t adapted to the new ways that credit was provided within the shadow banking system. But by general consensus, in the aftermath of the

Banks are still not only too big to fail, but also too big to manage.

crisis, the shadow banking system continues to be inadequately regulated. It is a matter of choice that we have failed.

For instance, regulation should improve transparency in the entities considered shadow banks. As just one example of how to increase transparency, the Securities and Exchange Commission should reevaluate and expand on its recent ruling on money market mutual funds, whose vulnerabilities in the financial crisis sparked a panic. Requiring all money market mutual funds to have a floating net asset value would help to shore up money market risks.⁸

We also need to clarify the government’s role as a lender to these nonbank financial institutions. The current ambiguity increases overall risk. During the 2008 financial crisis, the Federal Reserve radically expanded its ability to function as a lender of last resort and provided liquidity services to the shadow-banking sector, thus expanding the too-big-to-fail subsidy to an even broader set of institutions. Emergency lending is crucial in a crisis, and one of the powers the federal government has to help mitigate the risk of a financial panic. But without clear rules, guidelines, and limits, these powers can become subject to serious abuse. As a result, Congress, under the Dodd-Frank Act, requires the Federal Reserve to only establish an “emergency lending program or facility [that] is for the purpose of providing liquidity to the financial system, and not to aid a failing financial company” in a crisis. The Fed was required to establish clear procedures to meet that goal but has dragged its feet, writing a weak rule that insufficiently clarifies its role.⁹ The Federal Reserve must write clear rules outlining the government’s role in back-stopping the shadow banks. It must ensure the regulatory framework is sufficiently strong that such back-stopping is truly a rare event; and it must impose charges on the shadow banking system for the costs imposed on society. Congress should take action if the Federal

Reserve makes no progress in writing these rules.

Most importantly, there needs to be a re-examination of the extent to which shadow banks and offshore financial centers are used to end-run the regulations designed to ensure a safe and sound financial system. It is hard to understand what true economic advantages—other than regulatory circumvention—Cayman Islands or other offshore banking centers have over those located onshore. The U.S. has the requisite financial expertise—indeed, much of the management of the offshore accounts is actually done in the U.S. ⁰

► Bring transparency to all financial markets

Opaque activities in finance are not limited to credit intermediation. The uncompetitive and often undisclosed fees associated with asset management, particularly those from alternative management vehicles like private equity funds and hedge funds, are a driving source of financial sector growth, profits in that sector, and the income share of the top 1 percent. Furthermore, most investors in IRAs and other financial products don’t understand the rules under which they operate—that the managers of such funds are not even held to a fiduciary standard and can be conflicted. Of course, any excess fee is simply a transfer of wealth from regular investors in these pension funds or savings vehicles to those in the financial sector.

Already, thanks to a provision of Dodd-Frank that requires private equity to register with the SEC, significant amounts of fraud or substandard behavior have been disclosed. As the director of the SEC’s Office of Compliance Inspections and Examinations put it after investigating a sample of 150 newly registered private equity advisers: “we have identified what we believe are violations of law or material weaknesses in controls over 50 percent of the time.” ²

Congress should expand the SEC's mission, and require private equity and hedge funds to disclose holdings, returns, and fee structures. The SEC should provide additional regulatory scrutiny and investor advice on these deals. This will formalize their regulation, making it similar to mutual fund regulations; the competition that will follow from this price transparency will help reduce financial rents. (Later, we discuss further reforms to help protect those saving for retirement.)

► Reduce credit and debit card fees

High consumer fees on credit and debit card transactions are one clear symptom of abuse of market power in the financial sector. Modern technology should enable the transfer of money from an individual's bank account to that of the merchant from whom he or she is making a purchase to cost but a fraction of cent. Instead, the fees credit and debit card companies charge merchants—often 1–3 percent or more of the cost of the transaction—do not reflect the value of services provided but rather a monopoly rent on what is essentially a public good of networked payments infrastructure. Ironically, financial institutions often lobby against taxes that increase transaction costs at far lower rates by arguing that the added fee will hurt business.

The Durbin amendment to the Dodd-Frank bill was supposed to bring down the excessive fees that the debit card companies impose on merchants (and which are passed along to consumers in the form of higher prices). Increased prices from monopoly power, as we noted, are just as important in lowering standards of living for ordinary Americans as decreased nominal wages. But Dodd-Frank delegated responsibility for the implementation of the regulation to the Federal Reserve, which has not sufficiently reduced the fees. Further, the Durbin amendment was limited to debit

cards, leaving the even more important credit card market open to unrestrained monopoly power. Recent court decisions hold open the promise that the market will be more competitive in the future, but we should not rely on this. We need to make sure that the market acts competitively, and that the financial sector does not exploit its market power over the payments mechanism.

► Enforce rules with stricter penalties

The enforcement of the rules is just as important as the rules themselves. And in the past decade there's been a shift away from strict criminal enforcement of financial regulation. Fewer, if any, cases go to court. Instead the SEC and the Justice Department settle with favorable conditions, such as deferred prosecution agreements. Under these agreements, the parties regularly don't admit to any wrongdoing, or even pay penalties commensurate to their benefits. No individual is held directly accountable. The fines that are paid come from shareholders and are tax deductible; the perpetrators of the offenses aren't necessarily punished or made to give back their compensation.³ Enforcement has swung toward these favorable deals instead of serious consequences and convictions for wrongdoing.

The firms promise not to engage in the proscribed activity (which they have not admitted doing), but then they are repeatedly hauled up for engaging in similar activities. It is clear that the kind of enforcement we have is not acting as a sufficient deterrent.

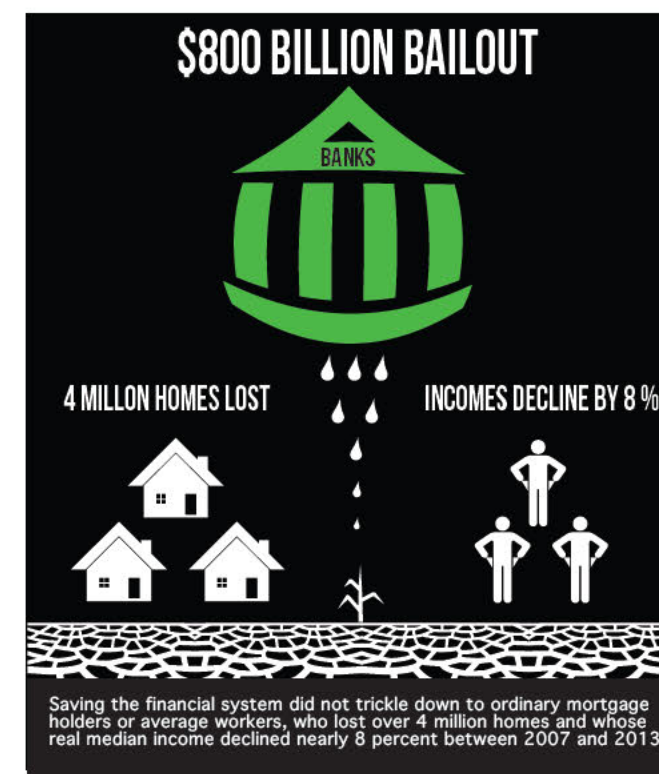
The SEC and other regulatory agencies should instead focus on more strict enforcement, and Congress should hold the agencies accountable if no progress is made. No company should be able to enter into a deal like a deferred prosecution agreement if it is already operating under such an agreement. These agreements should

face stricter judicial review and scrutiny. And compensation schemes should be designed so that perpetrators face significant consequences—for instance, a clawback of bonuses and a reduction in retirement benefits.

► Reform Federal Reserve governance

The mindset of who enforces these rules also matters. Many of the regulations in the financial sector are enforced by the Federal Reserve. And the leadership at the Federal Reserve is too often influenced by the largest financial interests rather than by small lenders and borrowers. Reforms to the governance structure of the Fed should focus on reducing the conflicts of interest that seem so apparent and reforming the process by which officials are chosen.

Concern about the Fed's behavior has focused mostly on its conduct of monetary policy and the management of the 2008 bailout.



The enforcement of the rules is just as important as the rules themselves.

On the right, many argue for a rules-based system—monetarism, under the influence of Milton Friedman, called for the money supply to increase at a fixed rate. But the evolving structure of the economy largely discredited the applicability of such theories. On the left, there was a concern that the Federal Reserve reflected more the interests of financial markets, with their focus on inflation, than the economy as a whole, or workers in particular, who were more concerned with unemployment. Even officials who did not come from Wall Street appeared to be “cognitively captured.” These issues received heightened attention in the aftermath of the 2008 crisis, when the Federal Reserve appeared unwilling to disclose many details of what it, together with the Treasury, had done. Among the beneficiaries of the largesse were the institutions whose executives had served on the committees selecting the head of the New York Fed. And numerous reports raised questions about the appropriateness of Fed actions, many of which reflected de facto subsidies, of enormous proportions, to certain institutions. The Fed is a *public* institution; it has been given public responsibilities in the macro-management of the economy, the conduct of bailouts, and the regulation of the financial system.

A 2011 study by the Government Accountability Office found significant scope for improvement in

management of conflict of interest.⁴ Employees and members of all the regional boards of the Fed should be required to disclose all *potential* conflicts of interest (defining that very broadly); individuals with any significant conflict of interest should be precluded from employment or membership in the board of any regional Fed; members should be required to recuse themselves from decision making in cases with any possible conflict of interest; and members should be held to a revolving-door agreement that prevents working for the financial industry for some time after their term of service. On top of this, the way in which boards and officers of regional Federal Reserve banks are chosen should be subject to transparent and accountable elections.

INCENTIVIZE LONG-TERM BUSINESS GROWTH

Short-termism is not just a major problem for our corporations; it's a problem for the economy overall. Previously, we explained how the rules governing corporations and taxes on capital and top incomes have changed to favor short-term shareholders and CEOs that chase short-term stock price gains above all else. Not only have the resulting changes in behavior led to greater inequality, but the short-termism undermines real investments that create the potential for long-term economic growth. Short-termism distorts our economy, leading to lower investment, including in our workers, and weak job creation.

We propose an agenda that will incentivize corporate investment in capital equipment, research and development, and workforce development, thereby increasing economic dynamism and innovation. To do so we must realign CEO pay incentives, enact a financial transaction tax to curb short-term trading, and empower longer-term stakeholders.

► Restructure CEO pay

Earlier, we explained how executive pay does not provide the desirable incentives that its advocates claim, but that stock options actually *distort* incentives—including the distortions so evident in “creative accounting” that contribute to the misallocation of capital.⁵ It also has a crucial effect on inequality in the economy as a whole. When CEO pay is sky-high, it then creates social norms that drive up the salaries of executives at non-profits and other institutions, exacerbating inequality further.

The easiest way to begin addressing executive pay is to adjust the tax code, which privileges compensation of executives through equity-heavy compensation, particularly stock options. Eliminating or curtailing the performance-pay loophole (by which excessive CEO pay receives favorable treatment) not only would help address executive pay, it would also discourage CEOs from behaving like financial speculators. Congress should maintain the current \$1 million cap on the deductibility of executive compensation reform and eliminate the exception for so-called performance pay; this deductibility should also be expanded to the highest paid executives in a company overall.ⁱⁱ

There are other steps that government can and should take. There needs to be more transparency. The SEC should finally implement the Dodd-Frank rule that requires companies to disclose the ratio of executive pay to the of median employee salary. There should be strong disclosure requirements concerning the dilution of shareholder value as a result of stock options. And there needs to be better, more transparent reporting of the full value of executive compensation for each corporation. Current reporting of compensation packages is often

ⁱⁱ Changes to deductibility of performance pay should also be expanded out from public companies to all companies that have quarterly filing with the SEC.

opaque with the complete value buried in the complexities of stock option issuance. The SEC should require corporations to state the value of compensation in simple, easy to understand language.

Shareholders should have a say in the pay that the companies they supposedly “own” give to their executives. There should be mandatory shareholder votes on executive compensation on an annual basis.ⁱⁱⁱ With so many boards of directors stacked with friends of the management—and often with CEOs from other companies, who know their pay will go up if that of other firms increases—the boards cannot be expected to provide a check against exorbitant compensation. A further proposal would peg corporate tax rates to the ratio of CEO pay to median worker pay (or even to the minimum pay). Of course, this would depend on the SEC finally implementing the CEO-to-worker pay-ratio disclosure rule.

► Enact a financial transactions tax

Short-term financial transactions can contribute to economic volatility without providing any larger benefit to the economy as a whole. These transactions also point the financial markets toward a short-term focus over the interests of longer-term shareholders and stakeholders. A financial transaction tax would penalize short-term traders and incentivize longer holding periods, thus reducing instability and encouraging longer-term productive investment. Further, a financial transaction tax even at very low rates would raise considerable revenue.

Before 1975 the financial sector charged a fixed brokerage commission on trades that,

ⁱⁱⁱ Our current Say-on-Pay rule is non-binding.

for consumers, functioned like a tax. There is little evidence that the elimination of this fee improved financial markets, and financial transaction taxes are currently employed without negative consequence in vibrant financial centers like London and Hong Kong, so there is little reason to believe that a tax on transactions would present a major disruption.⁷ Further, in the U.S. many brokerage houses and investment firms charge high transaction costs to consumers and have fought regulations that would reduce these costs—for example on managing retirement accounts. The difference, of course, is to whom the cost accrues. For the average investor in a 401(k), a financial transaction tax would present a minimal expense.⁸ Congress should pass a financial transaction tax designed to encourage productive investment.⁹

► Empower long-term stakeholders

The current tax code plays a role in incentivizing short-term behavior. Now, taxpayers can get the tax benefit of so-called long-term capital gains if the asset is held for just one year—a period too short to provide a meaningful positive economic impact. While the benefits of the preferential tax treatment for capital gains are ambiguous, there are clear costs of short-term speculation and the myopic short-termism to which it gives rise. There should be a surtax on short-term capital gains given the negative externality of the trading behavior incentivized.

Indeed, in their recent work Patrick Bolton and Frederic Samama propose that corporations themselves provide incentives to long-term investors through “loyalty shares.”²⁰ The firm would require shareholders to hold stock for a set time period before rewarding additional returns. There is no silver bullet here, but by adjusting the rules surrounding corporate governance we can make a significant difference in our economy.

For an additional strategy to improve long-term management of corporations, we suggest that workers must have a say in corporate governance, specifically by including a representative of employees on the corporate board. Further, those managing retirement accounts of any kind should lead the way in acting in the long run interests of the holders of the account. They should be obligated to avoid all conflicts of interest and, especially in the case of worker pensions, ensure the corporations in which they invest act in a responsible way, with good corporate governance and an eye to long-term value, good labor policies, and sound environmental policies.

REBALANCE THE TAX AND TRANSFER SYSTEM

Changes to the U.S. tax structure hold enormous potential for reducing inequality and improving the equality of opportunity for Americans—in no small part because the United States ranks among the least redistributive countries in the OECD.² Taxes are not only an important way to raise revenue for critical public services and growth-enhancing investments, but they can also improve incentives for economic behavior. Snowballing changes to the tax code under supply-side rationale over the past 35 years, however, have prioritized tax cuts and subsidies focused on those at the top, placing a greater tax burden on the rest and causing neglect of critical public investments.

We propose an agenda that would use the tax code to structure incentives that reward work, not rent-seeking or speculation. By eliminating the special provisions that distort the economy and increase inequality, we can raise substantial amounts of revenue that can be used for public investments, like education, infrastructure, and technology, that would create a stronger economy, reduce inequalities, and increase

opportunity. The most clear-cut changes require raising the top marginal income tax rate, ending preferential treatment of capital gains, cutting the step-up basis at death, and improving enforcement.

► Raise the top marginal rate

As we saw in our analysis of the current rules, lower marginal tax rates at the top not only reduce public revenue, but also can distort the economy by actively encouraging rent-seeking. Cuts to the highest marginal tax rate not only increase post-tax and transfer inequality, but also raise the incentive to bargain for more income at the higher end of the income distribution and evade taxes by disguising labor income as capital income.²² Improving the incentives thus not only raises more revenue, but will improve the equity of pre-tax incomes.

Further, at the highest incomes, many pay much less than the *nominal tax rate* due to provisions of the tax code that favor the rich. The current tax policy gives favorable treatment to the forms of income received by the wealthiest Americans. Other taxes like sales and payroll taxes are regressive. Finally, many tax deductions, like the mortgage deduction on second or third homes, favor the rich.

Increasing the marginal tax rate at the top, converting all deductions into tax credits, and limiting the ability to use tax credits would go a long way to restoring progressivity. A 5 percent increase on the top 1 percent's current income tax rate would raise between \$1 trillion and \$1.5 trillion of additional revenue over 10 years.²³ To put this in perspective: for an extra \$50,000 taxed on every \$1 million of a wealthy individual's income, the United States could make all public college education free and fund universal pre-K.²⁴

► Enact a 'Fair Tax'

The preferential treatment of capital gains and dividends—income received almost entirely by the richest Americans—is one of the most important reasons that those at the top pay less than ordinary taxpayers. Warren Buffet is famous for pointing out that he pays a *lower tax rate* than his own secretary. The concentration of capital income is even more extreme than that for labor income. America's wealthiest 0.1 percent pay a lower rate than the next wealthiest 0.9 percent.²⁵ Meanwhile, most Americans earn negligible capital income outside already tax-sheltered retirement savings accounts or on home sales—for which a periodic exemption exists, but pay full federal tax rates on their labor income.

A "Fair Tax" is the widely discussed proposal to tax all forms of income at the same rate, which would not only promote fairness but would also reduce the economic inefficiencies caused by the enormous efforts spent by individuals attempting to convert income into forms that are tax-preferred.

At the highest incomes, many pay much less than the nominal tax rate due to provisions of the tax code that favor the rich.

INCREASING TAX AT THE TOP

5% = **\$1 - \$1.5 TRILLION**
INCREASE ON THE TOP 1 PERCENT'S CURRENT INCOME TAX RATE
OVER 10 YEARS



We now know that the argument put forward by advocates for capital tax breaks—that they spur investment—is wrong.²⁶ Rather, cuts in capital gains rates have served to reward speculation as opposed to work. This policy is costly: in 2013 the U.S. government lost \$161 billion in revenue as a result of low capital gains tax rates. Further, the CBO estimated that 90 percent of the benefits of this provision went to the wealthiest 20 percent of Americans and 70 percent to the top 1 percent.²⁷

The United States should tax capital gains income at the same rate as labor income. To

discourage volatile short investments and the associated short-termism that is so widespread today and which undermines long-term investment, short-term capital gains should be taxed at an even higher rate. Targeted tax breaks can be used to incentivize specific forms of productive investment. Because under the current tax regime capital gains are taxed only upon realization—giving owners of capital the opportunity to postpone their taxes—the U.S. should create a “constructive realization” regime, under which capital gains are taxed as they are accrued.

There is one more important change: the provision for step-up in basis at death needs to be eliminated. This provision allows all of the capital gains earned during an individual’s life to escape capital gains taxation when the asset is bequeathed, meaning a small number of the wealthiest families pass on wealth tax-free in perpetuity.

► Encourage U.S. investment by taxing corporations on global income

The current U.S. tax code allows corporations to defer paying U.S. taxes on profits earned abroad until the profits are repatriated. The provision has the perverse effect of encouraging the corporations to keep profits abroad as opposed to using the funds for U.S. investment. Those who argue the U.S. should tax corporations only on activities that occur within the U.S. are in fact arguing to exacerbate this problem. What many multi-nationals really want is a race to the bottom: for the U.S. to compete with other countries to get investment by offering the lowest corporate tax possible.

One option is to replace the transfer price system with a formulaic approach that would tax firms on their global income in a fair and

comprehensive way. Individual states in the U.S. solved the problem of taxing corporations fairly *among the states* by establishing a formula that assesses the fraction of company sales, employees, and capital within each state, and taxing the firm accordingly.

The U.S. could also establish a complementary minimum tax on all global income—for example, requiring U.S. corporations to pay 10-15 percent on global profits, with a tax-credit for taxes paid to other jurisdictions. The resulting tax structure would virtually eliminate incentives to move production abroad for tax purposes.

► Enact pro-growth, pro-equality tax policies

Beyond the proposals specifically outlined above, there is a range of pro-growth and pro-equality tax reforms that can both raise revenue and rebalance misaligned incentives.²⁸ One general principle of taxation—known as the Henry George principle—is that we should tax things that have an inelastic supply, like land, oil, or other natural resources. The 19th century progressive Henry George argued that because land does not disappear when taxed, it can be taxed at high levels without negatively distorting the economy; there is effectively no supply response.²⁹ Even better, we can tax factors or behavior that do harm the economy.

Just as a financial transaction tax would help to curb short-term trading behavior that imposes negative externalities on the broad economy, we should tax pollution (including carbon emissions), a move that can raise revenue while improving economic efficiency.

Eliminating expenditures that accrue to the top is an obvious choice for improving efficiency and reducing inequality. Agriculture subsidies, where most of the money goes to a relatively small

number of rich farms or passes through to a relatively small number of monopoly agribusiness processing companies, are one example. But there are many other instances of corporate welfare. Noncompetitive bidding processes for the sale or lease of government-owned natural resources or for the purchase of armaments or prescription drugs under public programs are examples of policies that distort markets and take money away from better uses, even as they enrich those at the top.

GROWING THE MIDDLE

The above recommendations aim to reward productive investment and work, reducing damaging “rents” and maximizing the social benefits of resources and assets. As part of rebalancing, it is equally critical to grow the economy for everyone. We propose four major approaches to spur widespread growth:

- Bring us to full employment, in part by increasing investments in our future.
- Reform the labor market to ensure that everyone benefits from an economy that is working at full steam.
- Reduce the obstacles that exclude working families from accessing opportunities for employment or career growth.
- Provide genuine economic security and opportunity for all Americans by expanding access to the essentials of middle-class life.

Eliminating expenditures that accrue to the top is an obvious choice for improving efficiency and reducing inequality.

We note that this is also an investment agenda. We are investing in our economy, in our workers, and in our people. Whether it’s full employment or access to education, these investments are a crucial role that the government must carry out. In that vein, these policies are simultaneously pro-equality and pro-growth. These are ideas that benefit the economy overall, by making people more productive and giving them more opportunities. And they also make sure workers can get their fair share, while ensuring that every American has access to the necessary goods to lead a full and rich life.

MAKE FULL EMPLOYMENT THE GOAL

Eight years after the Great Recession started, the economy is still not running at full capacity. Labor force participation rates remain significantly below their 2000 levels—in fact, lower than they have been since 1978.³⁰ There remains a sizable gap between what we could be producing and what we are actually producing. Indeed, we are some 15 percent below where we would have been if the trend growth between

1980 and 2008 had been maintained. A weak labor market is one of the reasons that wages have stagnated. More rapid growth accompanied by higher employment would reduce inequality and increase future growth potential. Indeed, with excess capacity and low interest rates—real interest rates at which the government can borrow are actually negative—this is an ideal time to make the investments that would help restore full employment and promote long-term growth.

The federal government can use key macroeconomic tools to prioritize full employment and tighten labor markets. We propose that the Fed emphasize full employment as the goal of monetary policy and that Congress enact a large infrastructure investment to stimulate growth.

► Reform monetary policy to prioritize full employment

In recoveries from recent recessions, the Federal Reserve has raised interest rates prematurely, before labor markets have gained sufficient strength to restore bargaining power to workers. Despite its founding in response to crisis—the Panic of 1907—the Fed has overemphasized low and stable inflation at the expense of full employment and stable output, or even financial stability. This prioritization of price stability is one reason that over the past four decades labor markets have remained slack, wages have grown more slowly than productivity, and workers’ share of economic output has declined. As outlined in the previous section, contractionary monetary policy has much stronger unemployment effects for low-wage and often minority workers than for the highest earners.³

The Fed should place a greater priority on full employment. In particular, the Fed should resist raising interest rates until wage growth makes up for the lost ground of the Great Recession, even if this means allowing inflation to temporarily overshoot the Fed’s 2 percent target. There is no significant risk to the economy from inflation that is far higher than 2 percent. Rather, there is growing consensus that a higher inflation rate will lead to better economic performance, facilitating adjustments in our highly dynamic and ever-changing economy. The costs of slightly higher inflation are minimal compared to the devastation that comes from prolonged recessions that occur when interest rates remain at or near the zero lower bound.³²

The Fed must not only rebalance its objectives but also broaden its instruments. It has done this, but only to a limited extent. It used to focus *just* on short-term interest rates. But we now recognize that there are many instruments that affect macroeconomic performance, including economic stability. Had it taken stronger actions against predatory lending, some of the excesses of the pre-crisis period might

The federal government can use key macroeconomic tools to prioritize full employment and tighten labor markets.

have been avoided. It should undertake macro-prudential policies to help stabilize the economy. Congress gave it authority to regulate the mortgage market in 1994, and its failure to do so adequately is clearly one of the reasons for the crisis. Regulating margins better might have dampened the tech bubble.

Ensuring that the credit system is actually working and is competitive and not exploitative should be viewed as one of the Fed’s responsibilities—and doing so would actually increase the effectiveness of monetary policy. It would make it more likely that a lowering of interest rates would be transmitted to borrowers in the form of lower lending rates—thus stimulating the economy in the way intended. The Fed also has instruments to expand credit availability, which would stimulate the economy even when interest rates are at the zero lower bound.

We should recognize too that putting an excessive burden for macroeconomic stability on monetary policy has been a big mistake. This is especially so in the extreme situation that we have been in since 2007. Monetary policy has been able to stimulate the economy only to a limited extent, and in ways that have actually increased wealth inequality, contributed to a jobless recovery, and increased the risk of future instability. Given the absence of adequate stimulus from fiscal policy, the stance of the Fed is understandable. But we have to be cognizant of the risks.

► Reinvigorate public investment

While we have emphasized the importance of rules and regulations and the governance of public institutions like the Federal Reserve in shaping the economy, this is partly because these subjects have been given short shrift. How government spends money also is critical.

Among the many benefits of public investment, one is the ability to use fiscal policy along with monetary policy as a lever to achieve full employment. Indeed, as Federal Reserve Chair Janet Yellen noted, “discretionary fiscal policy hasn’t been much of a tailwind during this recovery.”³³ Further, critical public investments today lay the foundation for long-term economic performance and job growth.

As the country faced competition from abroad, and as advances in technology meant that employment in manufacturing would inevitably go down, we didn’t have to face the kind of urban devastation that we have seen, in Baltimore, Gary, and Detroit. Government could have helped in the economic transformation to the new economy—as governments in other countries have done, and as our own government did in other eras. We could have faced up better to the legacy of the inequality of the past, and tried to overcome it with high-quality preschool programs that in other countries have proven to be effective.

We know that public investments in education, technology, and infrastructure are complements to private investment, raising returns and thus “crowding in” such investments. Thus, by making strategic investments, especially in a period when the country faced negative real interest rates, we could have grown the economy, now and in the future, and grown the economy in ways in which there would have been more shared prosperity.

► Invest in large-scale infrastructure renovation

America’s infrastructure is falling further behind that of other countries.³⁴ From roads and airports to energy and telecommunication systems, America’s failure to even keep up what

infrastructure it has makes it more costly to do business and for people to go about their daily lives, and leads to more wasted time and more environmental degradation.³⁵ Public transit, discussed later in this report, and broadband play a particularly crucial role in connecting all Americans, regardless of income level, with the 21st century local and global job market. Not only are our infrastructure systems crumbling, but they are unequally distributed, leaving distinct areas and communities segregated from the rest of society and without the opportunities that connecting affords.

Our proposal imagines not just restoring America's infrastructure, but a 10-year campaign to make America once again a world leader in job-creating innovation, in part by building a cutting-edge 21st century infrastructure. A comprehensive plan would provide investments in air, rail, and road transportation; public transit; ports and inland waterways; water and energy; and telecommunications and the Internet. Some estimates put the cost of such a project on the order of \$4 trillion—well beyond the small sums currently debated but within our means.³⁶ The investment would yield dividends in the form of more productive businesses, millions of new jobs, and sustainable management of our energy and environmental resources.

Public infrastructure banks have been successful in other countries internationally at financing large infrastructure projects and could prove particularly useful for financing regional projects that cross state lines. The truly costly choice is continuing on the path we are on: doing minimal maintenance to the already deteriorated 20th century infrastructure we now have while other countries upgrade and expand their investments in 21st century infrastructure. Failing to act puts future private investment and employment in the United States at risk; both are at a competitive disadvantage.

Critical public investments today lay the foundation for long-term economic performance and job growth.

► Expand access to public transportation

A crumbling public transit system is a clear outgrowth of the decision to use fiscal policy to reward the richest Americans rather than stimulate investment and growth. Decades of disinvestment in U.S. infrastructure have resulted in high commuting costs that fall disproportionately on low and middle-income families and decrease access to jobs.

Our existing public transit system is hugely inadequate. Only a little over 50 percent of Americans have any access to public transit at all.³⁷ Investing in public transit is a matter of equal access to jobs and opportunity, and also a driver of economic performance. If more people can get more access to jobs with which they can live up to their potential, and if they can waste less of their time commuting, then productivity will increase and lives will improve.

According to a Federal Highway Administration report, the total necessary investment in mass transit tops out at \$24.5 billion over the next 10 years.³⁸ This includes the cost of meeting the capital backlog, as well as rehabilitating and expanding transit fleets, facilities, and mass transit rail networks to support projected growth in demand. We should prioritize investment in

communities that most require improved access to business centers and job opportunities.

EMPOWER WORKERS

The goal is not only to create jobs, but also to ensure that workers have a fair say in the workplace. Legal and institutional frameworks have played a far more important role in weakening the wages of American workers than forces such as globalization and technological change. It is within America's power to reinvigorate worker voice and restore balance in the workplace.

Here we propose new rules, designed to strengthen the bargaining power of workers going forward. Our goal is not just a one-time wage increase, but aiding workers in building long-term power to balance the power that corporations have to determine wages, schedules, and employment conditions. We can reinvigorate worker voice, restore balance to the workplace, and give workers a fairer share of the rewards of work and a better chance to contribute to a high-performing workplace.

What follows are policies to expand bargaining power for workers and to set higher standards for all workers through targeted government contracting policies, improved legal enforcement, and a higher minimum wage.

► Strengthen the right to bargain

As American citizens, workers by definition possess the right to assemble and petition, yet in many instances, those basic rights have been eviscerated by weaknesses in our national labor policies and legally questionable or downright illegal attacks by employers. Flaws in the National Labor Relations Act place undue burdens and restrictions on workers attempting

to organize, while employer aggression is met with inconsistent, insufficient, and untimely penalties.³⁹ Strategic amendments to the NLRA could protect workers and restore their right to organize.

One flaw in the statute has allowed employers to delay workers' votes to unionize by litigating each step of the process. Recent rule changes issued by the National Labor Relations Board have attempted to rebalance some of the power, and they provide a positive example of how the statutes can be updated to reflect current challenges.

In addition to easing the legal barriers to unionization, stricter penalties are needed to deter illegal intimidation tactics by anti-union employers. Companies seeking to prevent unionization can retaliate by firing workers; if an NLRA violation is found, the employer merely has to reinstate the worker and pay back wages. As if this sanction is not small enough, it is made even more insignificant by the fact that a ruling like this can take more than three years.

Further, the legal framework should be amended to adapt to the changing nature of the workplace. Today, few employers

The truly costly choice is continuing on the path we are on.

resemble the large manufacturers the creators of the NLRA had in mind. Rather, corporations like Wal-Mart employ a host of personnel through outsourcing and subcontracting, thus bearing little responsibility for the employment relationship. Legal scholars have envisioned new models for defining the employer-employee relationship that would establish clear lines of responsibility within the modern fissured workplace. Specific proposals would redefine the concepts of bargaining unit, employer, secondary action, and the gamut of terms last defined by the federal government in an economy no longer recognizable. Some localities have accomplished this. For example, a case in California established Wal-Mart as the employer of record for employees all along the supply chain and required Wal-Mart to account for wages stolen by subcontractors from subcontracted employees.⁴⁰

► Have government set the standards

Laws intended to reverse trends in wages and working conditions are difficult to pass and enforce, but through use of their valuable contracts and licenses, government agencies—especially within more agile city governments—can exert strong influence over private-sector conditions. By attaching strong pro-worker stipulations to their contracts and taxpayer-funded development subsidies, government agencies can raise wages, improve labor standards, and reduce discrimination both within partner entities and in the private sector more broadly.

Following in the footsteps of Los Angeles, federal, state, local, and municipal governments should grant public contracts only to corporations that meet high labor standards and possess strong antidiscrimination/pro-inclusionary hiring practices. Under this practice, contracting agencies would be required to provide a living wage, safe working conditions,

We can reinvigorate worker voice, restore balance to the workplace, and give workers a fairer share of the rewards.

and opportunity for advancement, and they would have to submit to regular inspections to ensure compliance. This would not only improve conditions within contracting firms, but—through competition for workers and contracts—across entire industries.⁴ President Obama enacted a similar but not as far-reaching example of this policy idea when he raised the minimum wage for federal contractors to \$10.10 per hour.

► Increase funding for enforcement and raise penalties for violating labor standards

New stories in recent months have highlighted the powerlessness of workers, even in the face of egregious behavior by employers. Low-wage workers face wage theft, improper withholdings, and other violations on a regular basis but often lack the resources to seek recourse. Weak penalties and poor enforcement compound the problem, exposing some of America's most vulnerable workers to even greater insecurity.

Charged with enforcing minimum wage and overtime protections, the Wage and Hour Division of the Department of Labor has seen a third of its inspectors disappear since 1980, despite a doubling of the country's workforce.⁴² Since 2009, the agency has managed to recoup \$1.1 billion in stolen wages, suggesting both

the enormity of the problem and the enormous worker income that could be recovered with proper oversight.⁴³ Congress should increase the agency's budget to reflect growth of the labor market, the low-wage workforce in particular, and recent evidence of systemic wage theft.

But penalties for minimum wage and overtime infractions are insufficient to deter bad behavior. Given the unlikelihood of workers reporting violations and the lax enforcement when they do, employers can be cavalier about labor law. But overt minimum wage and overtime violation convictions should pose an existential threat to businesses so managers and owners will think twice before engaging in such behavior.

► Raise the minimum wage

The minimum wage has been allowed to lose too much of its value. Recent research shows that raising the minimum wage within the range normally discussed has virtually no impact on jobs. Indeed, given the present weakness in aggregate demand, higher incomes might even stimulate the economy. Not only has the government failed to keep the minimum wage near its 1968 value at half the median wage,

but family breadwinners have fallen under the purview of its inadequate protection. An increase in the minimum wage could help reduce working poverty and particularly improve prospects for women, their families, and other disadvantaged groups that are disproportionately represented among minimum wage earners.⁴⁴

We support proposals to raise the national minimum wage immediately and to push toward the kinds of ambitious measures that bring the value much higher.^{iv} Also, the pitifully lower minimum for tipped workers should be set at the same floor. States and cities should look at raising the minimum wage to reflect local conditions; many cities and metro areas can easily justify a minimum wage of \$15 an hour.

► Raise the income threshold for mandatory overtime

The New Deal's Fair Labor Standards Act requires that workers who work more than 40 hours a week get overtime pay, at a rate of 150 percent of their regularly hourly wage. However, the act exempts some employers, executives, administrators, and traveling salespeople, among others. To provide a base level of coverage, the Department of Labor has periodically issued a rule that establishes an income threshold under which any employee must be paid for overtime.

The current threshold of \$455 a week, or \$23,660 a year, was last updated in 2004, and covers just 11 percent of the salaried workforce.⁴⁵ In 1975, 65 percent of salaried workers were covered by overtime rules; if the 1975 threshold had kept pace with inflation, 47 percent of workers in 2013, rather than just 11 percent, would have received overtime.⁴⁶ To restore this pillar of middle-class income, the

^{iv} A recent proposal from the Economic Policy Institute calls for a \$12.00 minimum wage by 2020.

Governments should grant public contracts only to corporations that meet high labor standards.

Department of Labor should raise the threshold to ensure that once again the majority of salaried workers are covered.

EXPAND ACCESS TO LABOR MARKETS AND OPPORTUNITIES FOR ADVANCEMENT

The challenges faced by women and people of color in the workforce go well beyond individual racism or implicit bias. Indeed, structural racism enforced through an uncountable network of rules including poor public investment in minority communities, aggressive policing, and historical exclusion prevent people of color from accessing opportunities for work and economic success. A similar web of power and rules prevents women from achieving full equality in the workforce.

We require an agenda that creates opportunity to succeed and advance for the 21st century workforce, a workforce that predominantly consists of women and people of color. Here we propose just a few priority policies that will go some distance toward rooting out labor force discrimination and improve prospects for America's workers. We must dismantle legal structures that explicitly prevent people of color from equally competing in the workforce, including an egregious system of incarceration and a broken immigration system. In addition, we must expand the structures that support working women and families overall. Tackling these barriers to employment will increase opportunity for millions and expand overall productivity.

► Reform the criminal justice system to reduce incarceration rates

The United States incarcerates a higher percentage of its population than any other nation in the world at a huge cost to individuals and families as well as to economic performance. The overall societal and human impacts of mass incarceration, in terms of effects on children, families, and particularly people of color, warrant and have received their own political agenda and movement. Much of that work is beyond the scope of this report. Here we focus specifically on the clear economic consequences of incarcerating 2.3 million people, more than 1 percent of all adults in the United States (and 2.3 percent of all African-Americans).⁴⁷ We recommend specific reforms to expunge the records, reduce mandatory minimum sentences, improve legal representation, and curtail unjust levies.

In addition to the high price of running the world's largest prison system, mass incarceration reduces employment opportunities, reduces employment and wages, and increases dependency on government assistance for a large share of the population. A study by the Vera Institute for Justice found that the social cost of incarceration was more than \$31,000 per inmate in 2010. Having been incarcerated leads to reduced hourly wages, annual employment, and annual earnings, a burden that falls particularly on men of color.⁴⁸

One key driver of underemployment is the employment penalty for felons. One study estimates that prison records and felony convictions reduced male unemployment by 1.5–1.7 percentage points in 2008 alone.⁴⁹ Congress should move to reduce the burden ex-felons face when searching for jobs by expunging certain records after a set amount of time.

Further, mandatory minimum sentencing particularly targets people of color. A U.S. Sentencing Commission report to Congress found that African-Americans and Latinos accounted for 69.8 percent of mandatory minimum sentences in 2010;⁵⁰ tackling this issue will effectively reduce part of the inequality inherent in the nation's sentencing rules. Congress also should immediately allow judges the ability to waive mandatory minimums. The Department of Justice should focus on encouraging alternatives to incarceration, investigating possible best practices that can be adopted at the federal and state levels.

The inaccessibility of quality legal representation results in disproportionately harsh sentencing for the poorest. According to a report from the Brennan Center of Justice, a concerted effort to reclassify nonjailable offenses, increase public defense funding, and improve effectiveness through regular attorney and social worker training would ensure equitable access to representation.⁵

Similarly, onerous fees at every level of the criminal justice system generate severe financial burdens for the poor and create further points of entry back into the incarceration system. A society-wide effort is needed here, including debt collection efforts targeted at ability to pay, eliminating public defender fees, and eliminating escalation of fees for those who cannot pay the first time.

► Reform immigration law by providing a pathway to citizenship

Estimates indicate more than 11 million undocumented immigrants live and work in the shadows of the U.S. economy, in every corner of the country and every sector of work.⁵² Self-deportation and mass deportation clearly are not

credible solutions, nor are they desirable. Not only does America's broken immigration system inhumanely tear families apart, it is also costly to businesses facing risks of an uncertain labor supply and communities where exploitation of undocumented immigrants drives down wages and working conditions throughout the labor market. Employment practices targeting those demanding decent treatment and payment of back wages have resulted in retaliatory actions against U.S. citizens and immigrant workers alike, with no recourse or remedy for the workers.⁵³

To bring these people out of the shadows and fully vest their contributions from working, starting businesses, and paying taxes in the United States, the federal government must provide a pathway to citizenship for those already here and simplify the process by which new migrants can continue to come and contribute to America's economic success. Nothing short of this path will solve the problem of exploitation of immigrant workers, but there are steps to take now to improve the situation of those undocumented immigrants already here and integrated into our economy and society.

The first step is to cease the deportation and internment of all but violent criminals and to normalize the legal status of families working, learning, and serving in America.

The second is to better coordinate the efforts of different parts of government to enforce immigration laws in ways that don't undermine the conditions for people working here. This means that U.S. Immigration and Customs Enforcement, or ICE, should take a back seat to the Department of Labor to ensure that unscrupulous employers cannot easily threaten workers with the prospect of deportation by calling in worksite raids.⁵⁴ Third, Congress should act to ensure that all labor laws extend to all people working in America, irrespective of their documentation status. No one who works an

honest day in America should be afforded fewer protections at work just because they don't have a piece of paper.

► Legislate paid sick leave

Today nearly 40 percent of the workforce doesn't have access to paid sick days. For at least 43 million private-sector workers, taking a day off to care for themselves or for loved ones means risking their job. States and localities across the country have been implementing paid sick leave policies. In Connecticut, the first state to pass paid sick leave, a recent survey of employers found that three-quarters now support the policy; a survey in San Francisco found two-thirds in support, and one in Seattle came in at 70 percent.⁵⁵ Federal legislation should aim toward universal coverage.

► Legislate paid family leave

The United States is one of the only countries in the world without nationwide legislation in place to support paid parental leave for new parents. Many OECD countries guarantee up to 52 weeks of paid parental leave, with guarantees in place

for both mothers and fathers.⁵⁶ The U.S. failure to provide paid parental leave continues to limit economic opportunities for women in particular, but makes it more difficult for both men and women to take time off to care for their children.

Plenty of evidence documents the benefits of these human capital investment policies for child development.⁵⁷ Further, reducing the penalty for working women who give birth could increase the female labor force participation rate, which in turn would boost U.S. productivity.⁵⁸ An OECD study suggests that just 15 weeks of paid maternity leave would have a measurable impact on productivity growth.⁵⁹ In addition, normalizing paternity leave not only increases men's participation in family life but also begins to transform the workplace.

The United States should craft federal family leave policies like the ones that have been successful internationally. First, family leave should be universally available to workers. Second, parents of both sexes should be covered. To truly achieve equity in the workplace and in the home, men and women must be offered the same protections for care-giving. Third, family leave policies must include job protection for pregnant workers.

One effective model would create an independent trust fund within the Social Security Administration to collect fees and provide benefits to employees. The benefits would be available to every individual regardless of employer size or employment type, and would allow workers to take paid leave for their own health concerns, including pregnancy and childbirth recovery; birth and adoption; the serious health condition of children, parents, spouses, or domestic partners; and military caregiving and leave purposes.⁶⁰

The federal government must provide a pathway to citizenship for those already here.

► Subsidize child care

Just as U.S. family leave lags other advanced nations, U.S. provisions for child care lag those of other advanced countries. Expanding access and quality would benefit children and increase women's workforce participation.

A robust and effective child care regime would provide a menu of supports to families all along the income spectrum, from birth to kindergarten. For lower-income families, early childhood learning, whether it's home visiting or Head Start, helps close the achievement gap for children and improve maternal earnings. For middle-class families, broad access to child care would help boost women's workforce participation and provide much-needed relief for families that face high child care costs without the benefits of government subsidies.

With the long-term goal of providing affordable child care to all American families, Congress should start by expanding the most effective existing state and federal programs. Scaling up the current child care policies and programs would give parents needed supports in raising their children, and would also allow them to get and hang on to their jobs, benefitting their families and the economy more broadly.

► Promote pay equity

Despite passage of the Equal Pay Act half a century ago, women continue to earn less than men across occupations. As of 2014, women earned slightly more than 82 cents in weekly wages for every dollar earned by a man. The burden of unequal pay falls doubly hard on women of color. While white women earn an average of 78 percent of what white men earn, African-American and Latina women earn an average of just 64 percent and 56 percent of

white male wages.⁶ According to 2014 findings from the Institute for Women's Policy Research, securing equal pay for all women not only would greatly reduce poverty but also would have generated nearly \$450 billion in additional income—equivalent to almost 3 percent of 2012 GDP—according to 2010–2012 data.⁶²

The structural obstacles to closing the wage gap are manifold and include those listed above: access to child care and family leave, along with a host of other dynamics. One clear obstacle to wage equity, however, is that almost half of all U.S. workers are either strongly discouraged or under contract not to share their salaries with colleagues. The Institute for Women's Policy Research finds that transparency reduces pay inequity; for federal government workers, whose salaries are highly transparent, the wage gap falls to 11 percent.⁶³

► Protect women's access to reproductive health services

Without the ability to make informed decisions about their health and access affordable quality care when they need it, plan the timing and size of their families, and have healthy pregnancies and births, women will never be able to take full advantage of the economic opportunities available to them. For example, the only federal program dedicated to providing affordable family planning services has been underfunded for decades. The return on investment is extraordinary: in 2010 every dollar invested in Title X saved \$7.09 in taxpayer dollars.⁶⁴ At a minimum, we should ensure that all women can access needed family planning and reproductive health services.

EXPAND ECONOMIC SECURITY AND OPPORTUNITY

Much of the insecurity felt by Americans today stems from the fact that the essentials to a middle-class life are increasingly out of reach. The price of a good life—one that allows a family to educate its children, provide a stable home, save something in case of emergency, and retire at a reasonable age—is more than most can afford.

We propose an agenda to ease the financial strain for America's families. We seek to expand access to early education and higher education. By bringing down the costs of health care, we aim to help families avoid financial catastrophe. We call for reforms to ensure Americans have reliable access to finance, as well as an expansion to Social Security. Finally, we propose voting reforms to ensure more Americans have a say in our democratic system.

► Invest in early childhood through child benefits, home visiting, and pre-K

Investments in early childhood learning are among the most critical for human development and the most effective in terms of productivity. A true investment agenda would prioritize funding for evidence-based programs that provide children from birth to age 5 with the opportunity to succeed in life.

A priority should be investing in those most at risk: the 22 percent of U.S. children living in poverty, including 39 percent of African-American children and 32 percent of Latino children.⁶⁵ Recent research has confirmed what most already know: childhood poverty has debilitating life-long effects, but interventions are capable of breaking the cycle of

Broad access to child care would help boost women's workforce participation.

intergenerational poverty. As our society grows richer, it is essential we make the long-term investments in children.

Programs focused on child health and education are critical long-term investments. Countless evidence-based randomized control trials have shown the state run Maternal, Infant, and Early Childhood Home Visiting Program to be one of the most effective investments of taxpayer dollars.⁶⁶ By supporting new mothers in good parenting habits like speaking frequently to their babies or breast-feeding long-term, home visiting programs help reduce the growing gap in outcomes between children born into poor homes and rich homes. Research of high-quality programs shows improved impacts for participating mothers, who are more likely than their counterparts to rejoin the workforce; reduced needs for government assistance; and improved life outcomes.⁶⁷ The children also have improved school readiness.⁶⁸

One proposal that should be considered is a universal child benefit, a monthly tax-free stipend paid to families with children under 18 to help offset part of the cost of raising kids. In this we can follow several peer nations that have successfully reduced child poverty to a large degree through such programs. The U.K., for

instance, recently cut its child poverty by more than half through a package of anti-poverty measures, including a universal child benefit.⁶⁹

Children from families at all income levels would benefit from an expansion of the kinds of quality universal pre-school programs already implemented in a number of states and localities through a variety of providers and funding mechanisms. At the federal level, Congress could immediately expand funding to provide pre-K child care subsidies to all currently eligible children. This would expand access to 12 million children at a cost of \$66.5 billion.⁷⁰

► Increase access to higher education through more public financing, restructuring student loans, and increasing scrutiny of for-profit schools

Higher education is one of the building blocks of our economy. However, reduced public support, plus the increasing presence of inadequately regulated for-profit institutions willing and able to exploit some of America's disadvantaged, has undermined our ability to educate the workforce. We propose increasing public funding for higher education, restructuring student lending by providing income-based repayment plans and reforming bankruptcy laws, and bringing for-profit schools under greater scrutiny.

Even when emerging from World War II and saddled with a debt ratio larger than Greece's in 2010, the U.S. committed itself to providing a free education to returning soldiers.⁷ The G.I. Bill helped create the middle-class society that we had aspired to—the first such society in the world. Yet, some say that today, though we are so much richer, we can't afford even more modest programs. This is wrong. We should realize that we cannot afford not to ensure that

all young Americans get the best education for which they are qualified so they can live up to their potential.

For too long, we've been trying to increase educational access through tax credits for middle-class families and grants for the poor. This approach has not achieved the desired results. We should build on the president's recent free community college plan but go well beyond it. We should recognize that our major research universities educate our young people and produce research that fuels innovations that drive business and change the way we live. These are natural complementary goods, and joining these two activities together is one of the reasons for the world-leading excellence of our university system. But research is a national public good (or indeed a global public good) and should be nationally funded. And with the increased mobility of educated people, even ensuring that we have a talented pool of highly skilled workers has become a national public good. Our education policy should reflect these changes.

Meanwhile, \$1 trillion is outstanding in student loans.⁷² It is already having an impact in reduced life prospects, from having to forgo work at jobs dedicated to the public good simply because they don't pay enough, to forcing our young people to postpone building families. Going forward, the government should look to follow the lead of Australia and adopt universal income-based repayment, in which repayment consists of a set percentage of future income. Students could then repay their student debts more easily—at much lower transactions costs—through withholding.

An important step here is to restore the protections available to those with student loans. Studies have shown that removing bankruptcy protection for those with student loans, particularly in the 2005 policy change under the

Bankruptcy Abuse Prevention and Consumer Protection Act, has done nothing to reduce bankruptcy filings resulting in costly defaults.⁷³ It has, however, increased stress enormously, and extracted money from poor students that goes into the coffers of the banks. The government should restore those protections.

Affordability is not the only concern. We must ensure that students are receiving the kind of high-quality education that will prepare them to be engaged citizens in the 21st century. One immediate way to improve outcomes for graduates is to increase scrutiny of for-profits schools, which receive a large share of government-funded loans or government-guaranteed loans while often failing to provide students with a quality education. Eighty-seven percent of revenues at for-profits come from federal or state sources, including student loans and Pell grants. Though they teach around 10 percent of students, they account for about 25 percent of total Department of Education student aid program funds. Studies show that those at for-profit schools do poorly compared to those at community colleges. Completion rates are poor, as is success in getting a job.⁷⁴ Under the current administration, the Department of Education has reviewed outcomes

Research is a national public good (or indeed a global public good) and should be nationally funded.

Higher education is one of the building blocks of our economy.

for graduates from for-profit institutions and found them lacking. Proposed regulations would establish a set of requirements for all institutions receiving federally funded or backed loans—a strong step in the right direction.⁷⁵

► Make health care affordable and universal

Market forces have not worked well at controlling costs in our health care system and delivering broadly available quality care. The health care system is rife with the kinds of market failures that economists have studied extensively, including information asymmetries and imperfections in competition.

Hospitals, physician networks, and health care insurers increasingly operate in conditions approaching monopolies.⁷⁶ Patients largely have neither the medical expertise to perform the cost-benefit analyses necessary for making optimizing choices about the care they need, nor the access to price information for comparison shopping, leaving providers to determine both the demand and supply of health care. The result of our market-driven health care system is that people in the United States pay higher prices for virtually every aspect of health care than those in other advanced economies, and even with the

big steps forward in the Affordable Care Act, 12 percent of Americans are still left without health coverage.⁷⁷ In spite of our high expenditures, health outcomes are poorer.

We propose building on health care system changes already underway to control overall health care spending in the United States, while increasing the quality of care and reducing overall inequality.

Medicare, with its superior record of controlling health care costs and delivering higher-quality outcomes than private insurers, is an exceptionally popular and successful public policy. And Medicare achieves these outcomes while insuring the highest-risk and most expensive patients: senior citizens.

Opening Medicare to all would yield three significant improvements in addition to providing more people access to a high-quality, low-cost health insurance plan. First, competition from Medicare's entry into the insurance exchange would lower premiums for everyone; one study found increased competition on exchanges could lower fees by an estimated 11 percent.⁷⁸ Second, Medicare's wider acceptance by providers than many private insurers would provide an alternative to the lower-premium "skinny network" plans offered that limit choices to a highly restricted set of doctors and hospitals in many markets. Third, introducing Medicare as viable competition will also drive employer-provided health plans purchased from ACA exchanges toward the higher efficiency and standards offered by Medicare.

Making Medicare open to all would, of course, require several adjustments to the program, including integrating its doctor, hospital, and prescription coverage and adding coverage for providers serving needs beyond the population of senior citizens.

In spite of our high expenditures, health outcomes are poorer.

► Expand access to banking services through a postal savings bank

Nearly 93 million Americans—about 28 percent—are unbanked or underbanked, and that number is unlikely to budge.⁷⁹ Having access to the payment system is a necessary condition of living and working in the modern economy, and far too many people can only access it on the most predatory terms. They simply don't know whether hidden somewhere in the complicated contracts will be terms to their detriment. These worries are well-justified, given the rash of abusive practices exposed in the aftermath of the financial crisis.

The Postal Service should be authorized to create a "post card" debit card available with minimum fees and high protections for consumers. Its scale and size would significantly allow both access and efficiency to help citizens build wealth, and it would force banks and payday lenders to actually compete on price and services rather than confusion and predation. The overwhelming success of the Direct Express card for Social Security benefits can serve as a model.

Merchants too would benefit, as the new card would charge just enough to cover costs—not enough to generate the tens of billions of dollars made by the credit and debit card companies. And the lower costs faced by merchants would be passed on to ordinary consumers through lower prices. So, while this is a reform that seems targeted at America’s unbanked, there would be trickle-up benefits throughout the entire economy.

► Create a public option for housing finance

The housing finance market remains broken seven years after the financial crisis. While private-label securitization provided over 50 percent of the mortgage-backed securities in 2006, since the crisis that number has been less than 5 percent.⁸⁰ It shows no sign of changing; public-sector institutions still underwrite the vast majority of all conventional mortgages. Private market securitization remains flat, accounting for a very small fraction of total housing financing. Efforts to create a public-private hybrid system in Congress have stalled, given reasonable concerns about future bailouts and the inability to properly regulate such a system. And America’s banks have resisted demands that if they originate mortgages, they should have “skin in the game,” i.e., bear the consequences for the bad mortgages they originate. The suits that emerged after the financial crisis exposed fraud, incompetence, and negligence beyond the imagination of even the sector’s critics. Wall Street has been unable to police itself, with no systematic reforms coming from the industry itself to try and rebuild its mortgage system.

Many in the private sector want to resurrect a version of the old system that worked so well for them, with government guarantees backstopping their lending practices. Rather than trying to nudge the private mortgage system with

federal backstops, subsidies, and implicit bailout guarantees, lawmakers should create an explicitly public mechanism in the housing market. While the private sector excelled in exploiting ordinary Americans, it fell short in designing financial products that would help ordinary Americans manage the risks associated with home ownership. A broken housing finance system keeps people from building assets by making the most significant investment of their life, exposes people to higher costs of rental housing, and forces them to forgo the social capital built when people invest in building a home, not just a house.

The key information needed for issuing good mortgages already lies in the public domain of IRS records and property registries: an individual’s income history and the prices of similar houses. We know too that new technologies mean that in the 21st century, the cost of processing this information should have become negligible. All of this points to the creation of a 21st century housing finance system — including a government homeownership agency — using modern technology and the lessons learned from around the world on financial products that are best suited to the management of risk for ordinary individuals. This would lead to low transactions costs and efficient risk products — so different from what has been happening in the U.S., where the financial sector has looked for products that maximize fees (transactions costs) and that fine tune the ability to exploit different groups. This new arrangement should be able not only to deliver better financial products, but lower costs to just a little more than the interest rates the government pays on the money it borrows.

This new entity would supply housing loans in ways that provide explicit benefits to borrowers—a far better way of supporting ordinary Americans than the trickle-down

approach based on supplying government subsidies to private developers. Properly structured, this public option can easily provide the 21st century mortgage financing system that our struggling economy—and America’s struggling families—need. And it would provide the kind of competition that might incentivize the private financial sector to better perform the functions that it is supposed to perform.

► Increase retirement security by reducing transactions costs and the exploitation of retirees, and expanding Social Security

Our system of private retirement savings remains weak and inefficient. The fact that more people in America will face retirement with inadequate savings poses problems not just for the retirees, but for the overall economy as their consumption will contract with inadequate retirement income, or they will divert consumption from others in their families or rely more heavily on social transfers.

We need to strengthen our retirement system by reducing transactions costs and the exploitation of retirees. Expanding the Social Security system to include a “public option” for additional annuity benefits would enhance competition, driving down costs and increasing services.

The transfer of retirement accounts from large pension pools to individual accounts has increased overall administration fees. Research shows that the average 401(k) participant could lose up to a third of future savings in fees.⁸ Meanwhile, asset management fees have been a top driver of Wall Street’s output in the last two decades years.⁸² A simple change in the rules, requiring fund managers to adhere to a fiduciary standard, would be an important move in the right direction.

All of this points to the creation of a 21st century housing finance system—including a government homeownership agency—using modern technology and the lessons learned from around the world on financial products that are best suited to the management of risk for ordinary individuals.

But, again, we could do more. We could require, for instance, that any pension or retirement account eligible for preferential tax treatment not have excessive transactions costs. Fees on any account could not exceed those on the best-performing indexed funds, unless there were demonstrably higher risk-adjusted returns. (Any excess fees would be held in an escrow account until the higher performance over, for example, a 10-year period were demonstrated). This reform would simultaneously reduce the exploitation of savers that results in significant reductions in their retirement income, reduce inequality, and reduce the short-termism prevalent in the economy.

Our system of public retirement savings, in the form of Social Security, remains strong and effective. Administrative costs are but a fraction of those in the private sector, and recipients of Social Security are protected against fluctuations in stock prices and inflation. The main concern with our public Social Security program is budgetary: there is a worry that it is not self-sustaining. Whether it is or is not depends on a large number of variables that will inevitably change over the relevant time horizon—the

next half-century. What is clear is that we may need to make adjustments as time goes on. And there are many ways that we can make such adjustments.

For example, we should remove the payroll cap that limits the amount of revenue Social Security raises. In addition, the government should expand retirement security by providing a voluntary public retirement program above Social Security to further supplement retirement security. The plan could be modeled on private individual retirement accounts (IRA), but the public would have many additional benefits. Lower transaction costs and reduced opportunities for exploitation are immediate advantages. But the government could also match savings for the worse off—the opposite of our current system for encouraging savings, which overwhelmingly subsidizes the rich.^v Such a program, what might be thought of as a public option for retirement, would be unsubsidized, but would provide competition and standards for the private sector. In the end, all would benefit from this greater true competition in financial services.

► Reform political inequality

Enacting the bold reforms we outline in this report, as well as other measures to address wealth and income inequality, is as much about political will as it is about economics. The concentration of wealth in our economy has created a concentration of power in our democracy. The result is that policies favored by the wealthy receive attention, while policy preferences of poor and middle-income Americans are ignored.⁸³

Today, we have inequality in our democracy: people with higher incomes vote more frequently

^v This can be partially paid for by capping the deductibility of 401(k) savings among the rich.

than those with lower incomes and election campaign finance is dominated by a relatively small number of large donors who wield outsize influence.⁸⁴ While there a number of reforms needed to build a more inclusive democracy, two in particular stand out as having the most potential to create equality of voice in our democracy.

The first is making voting easy. Our current system of voting discourages full participation, leaving rules to the states, many of which have erected unnecessary barriers such as burdensome voter registration practices, in-person voting, voting on a weekday, long wait times, and onerous voter identification. We should establish a federal system of universal voting that includes: (1) automatic voter registration, accepted throughout the country without the need to reregister and without burdensome voter identification requirements; (2) the ability to vote by mail or early in-person on multiple days; (3) the establishment of weekend Election Days or a national election holiday; and (4) online voting when cyber-security concerns are met.

Second, it is critical that we create a campaign finance system less dominated by large contributions. A constitutional amendment could go a long way toward allowing Congress greater leeway to reform campaign finance laws to increase political equality. Yet even within today's legal framework, it is both possible and imperative to enact a system of public funding to match small-donor political contributions. Under this system, candidates can raise enough money to compete for elected office by raising small-dollar contributions and relying much less on wealthy donors.

There are still other reforms, like requiring shareholders to vote in support of any political contributions. This report has emphasized the *economic* reforms that are needed to restore the

We can restore the balance between government, business, and labor to create an economy that works for everyone.

American *economic* dream. But our democratic ideals too are an important part of the American dream. Inequalities created by the rules and institutions that govern our political process need to change, too.

CONCLUSION

Our economy is a large and complex system, and in order to solve the problems with that system, we must aim to fix the economy as a whole. The financial crisis of 2008 and the Great Recession that followed exposed the inadequacy of the old economic models; the new research and thinking that has emerged as a result suggests that equality and economic performance are in fact complementary rather than opposing forces. No more false choices: changing course won't be easy in the current environment, but we can choose to fix the rules structuring our system. We can restore the balance between government, business, and labor to create an economy that works for everyone. Building on the innovative legacy of the New Deal, we must tame the growth of wealth among the top 1 percent and establish rules and institutions that ensure security and opportunity for the middle class.

APPENDIX: OVERVIEW OF RECENT INEQUALITY TRENDS

Most Americans remain preoccupied with the increasingly difficult task of managing their own household economic situation, rather than worrying about how a small sliver of the population managed to amass such extreme fortunes over the past several decades. This report advances the view that these two trends are inextricably linked—both the result of changes in the rules, laws, and policies that structure how our economy functions.

The American economy no longer works for most people in the United States. We know this from a raft of economic data showing the trends: a small percentage of the population takes home the lion's share of economic gains while most of the population face stagnant wages and increasing financial stress as they attempt to secure the traditional staples of a middle-class life.

But in fact, the rise of inequality in the United States is still much worse than most realize—in economics, politics, or the general public—or the most often cited statistics indicate. Not only has inequality risen to alarming levels unparalleled in other advanced economy countries, but the American dream of the prospects for individual economic advancement also increasingly appears to be a myth: high levels of inequality and wealth are associated with low levels of opportunity for upward economic mobility. More people are working hard, but not getting ahead—a fact we see across a range of indicators beyond the standard view of stagnant wages.

Hourly wages for most workers increased a mere 0.1 percent per year on average since 1980 after adjusting for inflation; between 2000 and 2013 the median family income actually decreased by 7 percent.

Although the federal poverty line provides an imperfect measure of basic needs, an estimated 2.8 million people worked full-time year round and still fell below the poverty line.² Inadequate

incomes are not due to a lack of effort—the average middle class family worked an additional 14 full-time weeks per year in 2007, before the Great Recession impacted employment levels, compared to 1979.³

These income pressures are worse for some people at certain times of life. Families needing child care, attempting to send a child to college, or facing a health emergency have few additional funds and sharply rising costs—and so are under acute financial stress. And problems of adequate incomes pose disproportionate problems to women and people of color who have yet to shake the structural exclusion from certain occupations and discrimination in pay relative to men and whites in the workplace.

Wages and incomes for the majority of U.S. workers are no longer connected to how productive they are on the job. Conventional economic theory suggests that, in an efficient economy, workers should be paid based upon what they contribute to production.ⁱ However, what workers are paid has, for the past generation, lagged far beyond their productivity. Historically these two indicators grew in tandem, but in the 40 years between 1973 and 2013, the relationship between worker output per hour, or labor productivity, and compensation began

i Economic theory says that wages should move with marginal productivity, but historically, average and marginal productivity have moved together, so much so that a standard model used by macroeconomists assumes that the two are proportional. There is no evidence that a significant wedge has opened up in movements in marginal and average productivities. Hence, we must look elsewhere for an explanation of relative wage stagnation.

to break down. Labor productivity, or average output per hour of work, increased 161 percent while compensation paid to workers—including wages and other non-wage benefits—rose only 19 percent after adjusting for inflation.⁴ (While employers paid slightly more in total compensation, this largely reflected an increase in costs of health care benefits paid by employers. In other words workers didn't see any increase in their standards of living.)

In addition to low wages, getting a decent job remains a challenge for many Americans. Even as the national unemployment rate fell to 5.4 percent as of April 2015, most American families know the labor market remains weak.⁵ The overall share of the U.S. population at work—a broader measure of labor market activity than the unemployment rate—remains at around 59 percent. This is well below pre-recession levels and far below the peak of the nearly 65 percent employment-to-population ratio reached at the tail end of the 1990s economic boom.⁶ Even among those counted as employed, 6.7 million people are working part time because they can't find full time work, a 54 percent increase from 10 years ago.⁷

These declining prospects for work are a direct result of the structural factors discussed at length in the section of this report entitled “The Current Rules.” For example, the Federal Reserve has chosen to prioritize price stability over full-employment, and thus failed to keep labor markets tight. The federal government has used fiscal (tax) policy to reward high-income earners

rather than to make critical public investments that boost growth and compensation. Regulatory and legal changes have incentivized the private sector to prioritize short-term gains rather than the long-term investments in capital, research, or training that increase productivity.

FALLING LABOR SHARE OF INCOME MOST PRONOUNCED IN BOTTOM 99 PERCENT

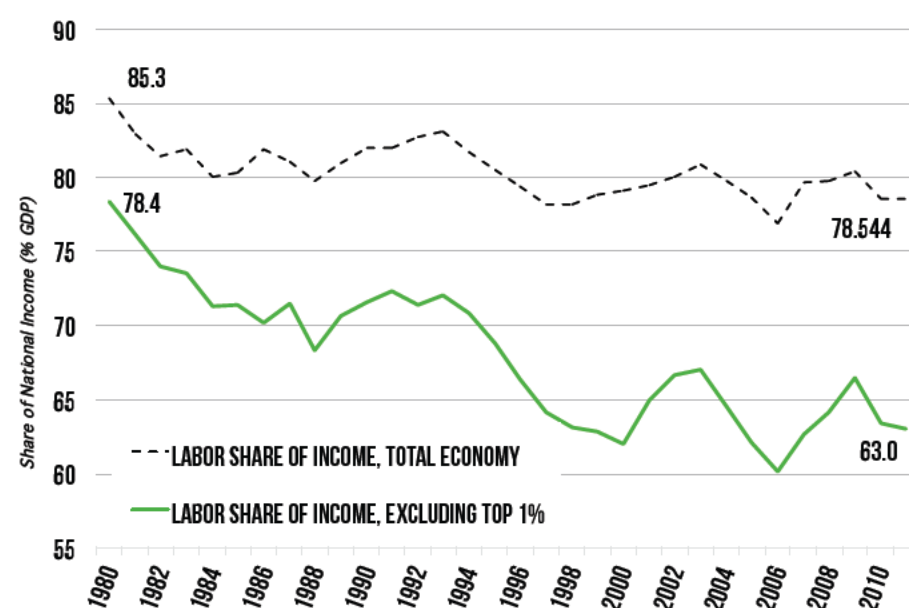


Figure A1

Source: Giovannoni, Olivier. 2014. “What Do We Know About the Labor Share and the Profit Share? Part III: Measures and Structural Factors.” Levy Economics Institute working paper no. 805, cross posted as UTIP working paper no. 66.

Additionally, we have seen a comprehensive campaign attacking existing labor standards and obstructing efforts adopt new ones. Finally, our legal and institutional structures have made remarkably little progress in reducing the obstacles to good jobs faced by women and people of color.

If the income gains from more productive work did not go to U.S. workers, where did it go? The answer can be seen in Figure A1, which shows income from labor as a share of total income in the United States from 1980 to 2011. The dashed line indicates that the share of income

paid to labor fell to 78.5 percent in 2011 from 85.3 percent as investors and wealth holders took a commensurately larger share of national income. But capital income is not the only thing to increase for the economically best-off during this time. The labor income—meaning salaries—of the top 1 percent (largely corporate executives and financial sector professionals) skyrocketed as well. Lumped in with all labor income, even national statistics showing an overall decline in labor share of income give a false impression of the share paid to workers.⁸ Disaggregating helps us see the problem more closely. Economist Olivier Giovannoni analyzed the data to see what the labor share of income would look like, excluding income of the top 1 percent, and showing a much more precipitous decline: falling to 63 percent from 78.5 percent.⁹

Rising inequality over this period put the United States among the most unequal of high income countries: only two countries within the OECD showed higher levels market income inequality, and, once the effect of progressive taxes and public transfer payments are taken into account, no advanced country is more unequal than the United States.¹⁰ The United States is much less generous in redistributing income than other countries, which is even starker when researchers focus solely on working-age populations under 60, as most people retire at a younger age outside the United States.

A political focus on the fact that top incomes have risen enormously while the majority of the population faces economic stress does not imply envy—the trends at the top are inextricably linked to the trends across the rest of the income distribution. Rising inequality undermines the opportunity for upward economic mobility. Research across OECD countries shows that the United States ranked poorly among advanced economy countries on the extent of its economic mobility.¹¹ Reports from the Economic Policy Institute and the Urban Institute illustrate just

how immobile the United States is. These studies explored the likelihood that a person starting out in either the top or bottom quintile in 1994 would move to a different income quintile by 2004. More than 93 percent of people starting out at the bottom did not rise to more than the middle-income group over 10 years. In comparison, 80 percent of those starting in the top income group remained in the top or second to top after 10 years.¹²

Beyond affecting the functioning of our economy, the way that rising inequality at the top restrains economic mobility concerns the nature of our society and democracy. Economists now know that there is a strong association between the level of inequality in society and the degree of economic mobility.¹³ This is true not only when we look across countries, but even across regions in the US. Not surprisingly, the greater inequality experienced in the US since 1980 seems to have decreased opportunity. What little progress the United States had experienced with improving income mobility has stopped and the country has become more socially rigid. Economist Nathaniel Hilger found sizable improvements in intergenerational mobility in cohorts born between 1940 and 1980—a period of significant gains for social justice, including the expansion of education and important civil rights victories. This is also the period that saw the strongest declines in inequality.¹⁴ Since then, the rate of mobility has flattened, showing a significant stalling of mobility and the promise of opportunity that doesn't improve upon entrance into the labor market.¹⁵ As inequality grows, the consequences of stalled intergenerational mobility become more severe. Using the familiar ladder analogy, we observe that, even if the chances of climbing remain constant, the growing distance between rungs greatly increases the difficulty of the climb, amplifying the value of the “birth lottery.”¹⁶

There are two reasons to worry: First, given recent increases in inequality of income, it would be a surprise if inequality of opportunity did not worsen in the future. Second, to get ahead in a modern economy, one needs a good education. But the quality of education one receives is closely tied to the socioeconomic status and education of parents (particularly fathers).⁸

Evidence of inequality by economic status, race, and gender pervade our education and health systems.⁹ But the development that occurs during the early stage of life is much more unequal and has lifelong consequences for an individual's cognitive development and economic success. Where a family sits on the income and wealth scales affects how much they have access to and can benefit from human capital expenditures and investments—from the quality of pre-natal and maternal care, to the quality of child care and the early development environment, to whether the parent's job affords family and sick leave.

Inequality at the starting gate begins long before a child reaches formal education systems. And it follows children, compounding throughout their academic and professional careers.²⁰ The quality of one's early environment matters tremendously. Nobel laureate James Heckman studied extensively how intensive pre-education pilot programs affect low-income children through schooling and into adulthood.² Heckman found that children receiving access to these programs performed better in school, were more likely to graduate and go to college, and were less likely to smoke, use drugs, become teenage mothers, or go on welfare.

An overwhelming body of research in this area shows that quality early child care is the most consistent predictor of a young child's behavioral and developmental outcomes including language, interpersonal communication, and cognitive

abilities.²² Already, by the time children enter kindergarten, studies find significant impacts of early learning and environment. In one study, kindergarteners from low-income families exhibited weaker academic and attention skills.²³ Children contending with hunger and inadequate nutrition also show impaired learning in school.²⁴

Unequal access to affordable, quality childcare and early learning opportunities are compounded by the increasing time strains placed on working parents.²⁵ The secular trend over the past generation toward greater labor force participation by women and longer hours worked by everyone, especially single parents, leave little time or material resources left to invest in children's human capital development. The problem is further compounded for people residing in segregated areas, which are traditionally underserved by public transportation and other services. People in segregated areas also disproportionately have precarious, uncertain schedules and must also spend long hours commuting and running errands instead of, for example, helping their children with their homework.²⁶

Unlike early childhood and postsecondary education that families must pay for, kindergarten-through-12th grade education is ostensibly free in the United States. But of course educational quality and resources vary tremendously depending on locale—and positional competition to live in high-quality school districts prices many out of the market.²⁷

Although America has long canonized the rags-to-riches narrative, the likelihood of that story becoming a reality has greatly decreased. As inequality rises, the political system becomes increasingly over-run by corporate interests, and the public policies required to provide real equality of opportunity become harder and harder to enact.

THE ROLE OF TECHNOLOGY AND GLOBALIZATION

Many experts now agree that inequality is a significant challenge that must be addressed, but disagree on the causes and commensurate solutions to tackling the problems. Traditional arguments focus on technology or globalization as inequality's root causes. But the United States is not different from others who also face increasing computerization and automation in the workplace, as well as increasing competition from international trade and investment. But we do stand out in the excesses of our inequality.

This report focuses on the rules of our economy and the multiple policies that determine how it functions. But to understand why we focus on those structural policy elements, it is important to discuss other explanations for the particular type inequality we are seeing today in the U.S. Many experts agree that inequality is a significant challenge that must be addressed. But, following traditional economic arguments, they argue that rising inequality has little to do with the rules of the economy and much more to do with the rise of globalization and increasingly sophisticated technology. These stories are either unconvincing, in the case of technology, or insufficient, in the case of globalization.

There are three high-level reasons to find the technology and globalization stories, as explanations for job loss and wage slowdown, at best only part of the story. First, as we have already mentioned, other countries around the world face the same global changes with respect to technology and international trade, yet have experienced nowhere near the rise of inequality seen in the United States. Many of these other countries have managed to shape their economies in ways that have produced more shared prosperity, with equivalent economic growth performance. With common exposure to

technology and globalization, logic dictates some other variables must be the cause of America's uniquely extreme level of inequality.

Second, these technology and globalization stories are really primarily about supply and demand for labor as the sole determinant of wages. They seek to interpret changes in inequality simply as the outcome of shifts in demand and supply curves, explained in turn by changes in technology and globalization. But institutions matter as well. One of the important advances in economic theory over the past several decades, which was recently awarded the Nobel Prize, is search theory, a large body of work modeling how people find and accept job offers. Search theory argues that supply and demand do not fully determine market wages. Instead, supply and demand for labor set bounds on wages. A host of factors determine where wages fall within those bounds: bargaining power, labor market institutions (including the strength of unions), and social conventions. So, search theory suggests that even explanations that make technology and globalization dominant must acknowledge that the rules matter.²⁸ The third reason is that technology and globalization don't simply happen randomly, falling out of the sky like manna from heaven. Technology and globalization themselves are also shaped by the rules. Let's look at each in turn.

Technology and Skills

Many economists argue that technological changes, such as the use of computers in the workplace, have shifted employers' demand for workers with different levels of technological skills, thereby driving a wedge between the wages of those at the lower end of the U.S. income scale and those at the upper end and contributing to the rise of inequality.²⁹ Though a popular idea, the argument that technology and skills can explain current patterns of inequality is becoming more difficult to justify.

There were early signs of problems with the technology explanation even as the theory became popular. The difference in wages paid to high- and low-skill workers expanded most rapidly during the 1980s and remained relatively stable and large in the 1990s and 2000s, the era when information and computing technology really took off.³⁰ The technology argument also can't predict movements in the race and gender wage gaps.³ Nor can the rising incomes of those in the top 1 percent be explained as a matter of technology; these are driven by CEOs and finance, and would be unlikely to be affected by any skill gaps.³²

More recent research has shown that the skills gap argument, however true it may have been in the past, has now lost much validity. The higher education premium has stalled; it has not increased over the past 10 years.³³ Highly skilled workers are taking over less-skilled occupations and face weakening career trajectories. Productivity growth remains historically slow, indicating that a massive wave of technology isn't disrupting normal business practices in much of the economy. There are also powerful arguments that a weak labor market can in some cases even deter technological change: if wages are not rising, there is less incentive to invest in labor-saving capital and technologies.³⁴

This is not to say technology has had no impact on inequality, or that it won't in the future. Technological advances can provide employers with powerful new means to monitor workers and more precisely specify work tasks and set work schedules, shifting the distribution of income within businesses.³⁵ Technology can contribute to top income growth by creating opportunities from blue-ocean innovation, but tech can also create opportunities for businesses to exploit network effects, endowing firms with market power, able to extract high levels of rents. Whether businesses introduce labor-complementing or labor-substituting technologies

in the future will depend not just on the laws of technology, but on the rules of the economy that determine how the gains from technology are distributed. Moreover, if the government chooses to impose carbon prices, more of our scarce research talent will be directed toward saving the planet, rather than saving labor.

Globalization

In the past several decades, the scale, scope, and nature of international trade in the U.S. economy have been changing, with commensurate changes wrought on businesses and workers. But this rise of globalization has also been determined and carried out through rules—rules that we have set, and rules that we have played an important role in setting internationally, and these rules have had major consequences for how globalization has played out.

There is no doubt that this deepening of global economic linkages presents tremendous opportunity for efficiencies—obtaining things we couldn't have without trade and producing things where specialization made for economic gains—innovations, and increases in general welfare. But it is also true that globalization has had significant costs, particularly in the context of the weak labor market that the United States has been experiencing. Daron Acemoglu and co-authors found that trade competition from China alone displaced a conservatively estimated 2.4 million U.S. jobs between 1999 and 2011.³⁶ David Autor and co-authors similarly found that Chinese import penetration of the U.S. market explained 25 percent of lost manufacturing jobs in the 1990s and 2000s, with those jobs being lost much faster than they were replaced. This meant significant consequences for wage losses, extended spells of unemployment, and greater strains on public budgets for unemployment and disability insurance, early retirement, and health care costs.³⁷ Other researchers found that

the labor share of income fell farthest in U.S. industries most exposed to import competition.³⁸

Note that even in the best of circumstances, the economic argument that suggested the freeing of trade would lead to enhanced general welfare also said that, in the absence of active government policies, it would also lead to greater inequality within the U.S., as unskilled wages fell as a result of the indirect competition from the more abundant unskilled labor abroad.³⁹ In effect, American unskilled workers would be forced to compete with unskilled workers from emerging markets and developing countries across a range of goods and services, and this would drive down wages.⁴⁰ Even though the United States is relatively abundant in high-skill workers compared to many trading partner countries, more than 62 percent of the U.S. labor force still has less than a college degree, meaning we should expect trade to make a majority of Americans worse off.⁴ Standard theory at best argued that the gainers could compensate the losers, but it never said that they would. While other countries recognized the risks of globalization and took offsetting actions, the United States did not.

In addition to these costs, globalization has also created opportunities for businesses to earn big rents from the restructuring and fragmentation of production chains across geographic regions and multiple business entities. This is also motivated by pressures from financial markets. Globalization allows firms to take advantage of differences not only in labor costs arising from wage differences, but also in costs arising from differences regulatory standards and taxation.

This is especially important in the era of free trade agreements, which in reality are *managed* trade agreements. These agreements are less about trade and more about the regulatory environment corporations face investing and doing business overseas. Providing stronger guarantees for American corporations abroad—for instance, by allowing them to sue for

damages from government regulations using secretive international “investor-state dispute settlements” rather than local democratic institutions—has made it even more attractive to trade internationally. One important example showing that globalization is more about rewriting the rules of the economy than about trade: trade agreements have weakened competition from generic drugs in global pharmaceutical markets drugs, which has helped drive up global pharmaceutical prices.

We see this directly with intellectual property rights, which are part of the U.S.'s system for incentivizing innovation. Poorly designed intellectual property rights regimes can not only increase monopoly power, thereby raising prices and pricing some out of the market, but can even impede innovation. The most important input in the production of research and innovation is prior and complementary knowledge.⁴² Researchers and the academic community have expressed real concerns that the U.S. intellectual property regime has become unbalanced, and with trade agreements the U.S. is trying to export this system to the rest of the world.

So globalization, too, is not only about an abstract and exogenous set of forces, but also about the rules we set to manage the effect of increasing global connectedness on our economic lives. And no country plays a more important role than the U.S. in setting the international rules. If we want to get the rules right on trade, we should not export parts of our economic rules that have led to rapid rises of inequality in income, wealth, and political influence at home. Most importantly for the United States, we should not expand protections that tip the balance in favor of those already winning from trade, either by creating excessively stringent intellectual property rights or by establishing a legal regime that grants investors new rights to challenge public decision-making.

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APPENDIX

1. Author's analysis of Bureau of Labor Statistics data, Average Hourly Earnings of Production and Nonsupervisory Employees: Total Private, Consumer Price Index for All Urban Consumers; U.S. Census Bureau Historical Income Data Tables F-6. The BLS earnings measure covers roughly 80 percent of U.S. workers and tracks closely to measures of median wages. We note that average compensation has increased faster than wage earnings—this is largely due to rising costs of employer-provided health insurance. Because this means employers pay more for the same benefits, growth in employee compensation does not indicate an increase in living standards.
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#REWRITETHERULES

From: [Leopold, Elana](#)
To: ["jfdc@akpdmedia.com"](#); ["HPrim@cityhall.nyc.gov"](#)
Subject: Mayor on w keith ellison
Date: Monday, May 18, 2015 4:35:57 PM

From: [Carey, Michael](#)
To: [Leopold, Elana](#); [Hayley Prim](#)
Cc: jfdc@akpdmedia.com
Subject: RE: Barbara Lee
Date: Monday, May 18, 2015 3:36:30 PM

3 pm?

Michael Paul Carey
Director of Scheduling and Advance
City Hall
New York, New York 10007
212.341.5396


From: Leopold, Elana
Sent: Monday, May 18, 2015 3:35 PM
To: Hayley Prim
Cc: jfdc@akpdmedia.com; Carey, Michael
Subject: Re: Barbara Lee

really + MPC

Sent from my iPhone

On May 18, 2015, at 2:49 PM, Leopold, Elana <ELeopold@cityhall.nyc.gov> wrote:

- Mayor
- + MPC

From: Hayley Prim [<mailto:> 
Sent: Monday, May 18, 2015 1:35 PM
To: B
Cc: jfdc@akpdmedia.com; Leopold, Elana
Subject: Re: Barbara Lee

I just heard back from Toni's folks. Today isn't good, but she said tomorrow late morning or mid-afternoon are good times to try.

On Sun, May 17, 2015 at 9:42 PM, B <BCCD@cityhall.nyc.gov> wrote:









[REDACTED]

From: Hayley Prim [mailto:[REDACTED]]
Sent: Sunday, May 17, 2015 09:33 PM
To: B
Cc: jfdc@akpdmedia.com <jfdc@akpdmedia.com>
Subject: Re: Barbara Lee

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- More than one in four (27.2 percent) African Americans live in poverty, that's twice the rate of white Americans. (Census Bureau)
- Nearly one in four (23.5 percent) Latinos live in poverty, that's more than two and half times the rate of white Americans. (Census Bureau)
- The poverty rate for the AAPI community is nearly a full point higher than the rate for white Americans. (Census Bureau)
- The unemployment rates in communities of color are disproportionately higher than the rate for white Americans. The African American unemployment rate is more than twice the rate of white Americans. (Bureau of Labor Statistics)
- Median household income for African Americans is nearly \$24,000 less than income for white households. (JEC report)
- White median net wealth is 13 times the median net wealth of African American households. (JEC report)
- For every dollar in wealth owned by a white household, an African American household, on average, has only 6 cents of wealth (Center for Global Policy Solutions)

On Sun, May 17, 2015 at 9:28 PM, B <BCCD@cityhall.nyc.gov> wrote:

Calling barbara now. [REDACTED]

From: Hayley Prim [mailto:[REDACTED]]
Sent: Friday, May 15, 2015 05:49 PM
To: B
Cc: John Del Cecato <jfdc@akpdmedia.com>
Subject: Barbara Lee

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Thanks,
Hayley

--
Hayley Prim
c: [REDACTED]

--
Hayley Prim
c: [REDACTED]

--
Hayley Prim
c: [REDACTED]

From: [Leopold, Elana](#)
To: ["Hayley Prim"](#)
Cc: [John Del Cecato](#)
Subject: RE: Thank You Emails
Date: Tuesday, May 19, 2015 11:54:04 AM

Well he's spoken with Barbara Lee- he went to dinner with Garcetti last night and saw Schaaf when he was in Cali

[REDACTED]

From: Hayley Prim [REDACTED]
Sent: Tuesday, May 19, 2015 11:54 AM
To: Leopold, Elana
Cc: John Del Cecato
Subject: Re: Thank You Emails

[REDACTED]

[REDACTED]

On Tue, May 19, 2015 at 11:47 AM, Leopold, Elana <ELeopold@cityhall.nyc.gov> wrote:

[REDACTED]

From: Hayley Prim [mailto:[REDACTED]]
Sent: Wednesday, May 13, 2015 11:11 PM
To: B
Cc: Leopold, Elana; John Del Cecato
Subject: Thank You Emails

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Howard Dean: [REDACTED]
Jeff Merkley: [REDACTED]
Mark Pocan: [REDACTED]
Keith Ellison: kme@mail.house.gov
Larry Cohen: lcohen@cwa-union.org
Mary Kay Henry: marykay.henry@seiu.org
Lee Saunders: lsaunders@afscme.org
Randi Weingarten: [REDACTED]
Rev Sharpton: [REDACTED]
Mayor Nan Whaley: Nan.whaley@daytonohio.gov
George Gresham: georgeg@1199.org
Maria Elana Durazo: mdurazo@unitehere.org
Janet Murguia: jmurguia@nclr.org
Van Jones: vanjones68@dreamcorps.us
Heather McGhee: hmcghee@demos.org

--
Hayley Prim
c: [REDACTED]

--
Hayley Prim
c: [REDACTED]

From: [Hayley Prim](#)
To: [B](#)
Cc: jfdc@akpdmedia.com
Subject: Re: The Progressive Agenda
Date: Tuesday, May 19, 2015 10:54:45 PM

[REDACTED]

On Tuesday, May 19, 2015, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: Hayley Prim [mailto:[REDACTED]]
Sent: Tuesday, May 19, 2015 10:54 PM
To: B
Cc: jfdc@akpdmedia.com <jfdc@akpdmedia.com>
Subject: Re: The Progressive Agenda

Sent it to Barbara and she signed off. [REDACTED]

On Tuesday, May 19, 2015, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: John Del Cecato [mailto:jfdc@akpdmedia.com]
Sent: Tuesday, May 19, 2015 09:12 AM
To: B; [REDACTED] >
Subject: Re: The Progressive Agenda

[REDACTED]

[REDACTED]

[REDACTED]

About Our Agenda

Income inequality is the crisis of our time, and we need bold, progressive solutions to address it. By harnessing the strength of a national progressive coalition, and using that to achieve success in the three pillars of The Progressive Agenda, we will make sure that the voice of every American is heard – not just those at the very top.

To do this, we must lift the floor **for those who are struggling, fight for racial and economic justice,** and champion a tax system that rewards work instead of just wealth.

The Progressive Agenda is a set of proposals that build upon the work of dozens of economists, lawmakers and progressive activists, with the aim of addressing income inequality right now.

Lift the Floor for Working People

- Raise the federal **minimum wage**, so that it reaches \$15/hour, while indexing it to inflation.
- Reform the National Labor Relations Act, to enhance workers' **right to organize** and **rebuild the middle class**.
- Pass comprehensive **immigration reform** to grow the economy and protect against exploitation of **low-wage workers**.
- **Oppose trade deals** that hand **more power to corporations** at the expense of American jobs, workers' rights, and the environment.
- **Invest in schools, not jails -- and give a second chance to those coming home from prison.**

Support Working Families

- Pass national **paid sick leave**.
- Pass national **paid family leave**.
- Make **Pre-K, after-school programs** and **childcare** universal.
- **Expand the Earned Income Tax Credit, and protect and expand Social Security.**

- **Allow students to refinance student loan debt to take advantage of lower interest rates, and support debt-free college.**

Tax Fairness

- Close the **carried interest loophole**.
- End tax breaks for companies that **ship jobs overseas**.
- Implement the **“Buffett Rule”** so millionaires pay their fair share.
- Close the **CEO tax loophole** that allows corporations to take advantage of “performance pay” write-offs.

###

From: Bill de Blasio <BCCD@cityhall.nyc.gov>

Date: Tuesday, May 19, 2015 at 7:03 AM

To: Hayley Prim [REDACTED]>

Cc: John Del Cecato <jfdc@akpdmedia.com>

Subject: Re: The Progressive Agenda

[REDACTED]

From: Hayley Prim [REDACTED]

Sent: Monday, May 04, 2015 02:17 PM

To: B

Subject: The Progressive Agenda

Please join Bill de Blasio, Mayor of New York City, and declare your support for The Progressive Agenda to Combat Income Inequality on May 12, 2015 at 3:00pm at the U.S. Capitol Building’s House Triangle.

More and more progressive leaders are signing on every day. So far supporters include:

- *Eileen Appelbaum, Senior Economist, Center for Economic and Policy Research*
- *Dean Baker, Co-Director, Center for Economic and Policy Research*

- *Deepak Bhargava, Executive Director, Center for Community Change*
- *Robert Borosage, Co-Director Campaign for America's Future*
- *Steve Buscemi, Actor*
- *Larry Cohen, President, Communication Workers of America*
- *Sheila Crowley, President and CEO, National Low Income Housing Coalition*
- *Bill de Blasio, Mayor of New York City*
- *Howard Dean, Former Governor of Vermont & Founder, Democracy for America*
- *Rosa DeLauro, U.S. Representative from Connecticut*
- *Abigail E. Disney, Filmmaker*
- *Keith Ellison, U.S. Representative from Minnesota*
- *Chaka Fattah, U.S. Representative from Pennsylvania*
- *Jeff Faux, Founder, Economic Policy Institute*
- *Lily Eskelsen García, President, National Education Association*
- *Leo Gerard, President, United Steelworkers*
- *Lisa Graves, Executive Director, Center for Media and Democracy/PRWatch/ALECexposed.org*
- *George Gresham, President, 1199SEIU*
- *Raúl Grijalva, U.S. Representative from Arizona, Co-Chair Congressional Progressive Caucus*
- *Arshad Hasan, Executive Director, ProgressNow*
- *Jeannette Huelzo, Executive Director, United for a Fair Economy*
- *Sheila Jackson Lee, U.S. Representative from Texas*
- *Mike Lux, Co-Founder and President, Progressive Strategies*
- *Chirlane McCray, First Lady of New York City*
- *Heather McGhee, Executive Director, DEMOS*
- *Lawrence Mishel, President, Economic Policy Institute*
- *Cynthia Nixon, Actor*
- *Atima Omara, President, Young Democrats of America*
- *James Parrott, Deputy Director and Chief Economist, Fiscal Policy Institute*
- *Robert Reich, Chancellor's Professor of Public Policy at University of California at Berkeley & Former U.S. Secretary of Labor*
- *Mark Ruffalo, Actor, Director, Producer & Activist*
- *Jeff Sachs, Economist & Director of the Earth Institute at Columbia University*
- *Bill Samuels, Chairman, EffectiveNY*
- *Susan Sarandon, Actress, Activist*

- *Lee Saunders, President, American Federation of State, County and Municipal Employees*
- *Reverend Al Sharpton, Founder and President of National Action Network*
- *D. Taylor, President, UNITE HERE!*
- *Richard L. Trumka, President, AFL-CIO*
- *Katrina vanden Heuvel, Editor, The Nation*
- *Randi Weingarten, President, American Federation of Teachers*
- *Michael Wessel, President, The Wessel Group*
- *Nan Whaley, Mayor of Dayton, Ohio*
- *Marjorie E. Wood, PhD, Senior Associate, Global Economy Project & Managing Editor, Inequality.org*
- *Marian Wright Edelman, Founder and President, Children's Defense Fund*

The group of supporters will include federal and local elected officials, labor officials, cultural leaders, and progressive activists.

The Progressive Agenda – a progressive alternative, of sorts, to the 1994 Republican Contract with America – will include specific proposals to lift the floor for working people, support working parents, and promote tax fairness – policies that **reward work rather than just wealth**.

The event stems from a summit that Mayor de Blasio convened in New York City in early April, where a group of national progressive leaders gathered to discuss ways the country could combat the crisis of our time -- **income inequality**.

The Progressive Agenda builds upon the work of dozens of economists, lawmakers, think tanks, and progressive activists. It is not meant to be seen as a comprehensive set of proposals to combat income inequality, but rather a bold collection of **core** policy proposals around which progressives can organize and mobilize.

If you cannot attend in person, we'd still urge you to **sign on to the document**.

To sign on, please email me back as soon as possible, preferably no later than Monday, May 4.

Thanks for your consideration, and feel free to contact me with any questions or concerns.

The Progressive Agenda

To Combat Income Inequality

1. Lift the Floor for Working People

- Raise the federal **minimum wage**, so that it reaches \$15/hour, while indexing it to inflation.
- Reform the National Labor Relations Act, to enhance workers' **right to organize** and **rebuild the middle class**.
- Pass comprehensive **immigration reform** to grow the economy and protect against exploitation of **low-wage workers**.
- **Oppose trade deals** that hand **more power to corporations** at the expense of American jobs, workers' rights, and the environment.

2. Support Working Families

- Pass national **paid sick leave**.
- Pass national **paid family leave**.
- Make **Pre-K, after-school programs** and **childcare** universal.
- Expand the **Earned Income Tax Credit**.
- Allow students to **refinance student loan debt** to take advantage of lower interest rates.

3. Tax Fairness

- Close the **carried interest loophole**.
- End tax breaks for companies that **ship jobs overseas**.
- Implement the **"Buffett Rule"** so millionaires pay their fair share.
- Close the **CEO tax loophole** that allows corporations to take advantage of "performance pay" write-offs.

--

Hayley Prim

c: [REDACTED]

--

Hayley Prim

c: [REDACTED]

--

Hayley Prim

C: [REDACTED]

From: [Leopold, Elana](#)
To: [emmawolfe](#)
Cc: [JessieSingleton \(gmail.com\)](#); [Rebecca Katz](#); [John Del Cecato](#); [Regina Schwartz](#)
Subject: Re: Tweet by Philly.com on Twitter
Date: Wednesday, May 20, 2015 5:56:54 PM

Mayor lvm

Sent from my iPhone

On May 19, 2015, at 10:40 PM, emmawolfe [REDACTED] wrote:

[REDACTED]

this is a personal account - for official business please email at
ewolfe@cityhall.nyc.gov
thanks
#

On May 19, 2015, at 10:26 PM, Jessica Singleton
[REDACTED] > wrote:

[REDACTED]

On Tuesday, May 19, 2015, Rebecca Katz
[REDACTED] > wrote:

Sent from my iPhone

On May 19, 2015, at 9:30 PM, emmawolfe
<[REDACTED]> wrote:

[REDACTED]

this is a personal account - for official business
please email at ewolfe@cityhall.nyc.gov
thanks
#

On May 19, 2015, at 9:11 PM, Rebecca Katz
[REDACTED] > wrote:

[REDACTED]



[Philly.com](#)
([@phillydotcom](#))

[5/19/15, 9:06 PM](#)

AP confirms Jim Kenney wins
Philadelphia's 2015 Democratic
Primary [#NextMayorPHL](#)
[#PHL2015](#) Story to come

[Download](#) the Twitter app

Sent from my iPhone

--

js / @jessay286

From: B
To: "jfdc@akpdmedia.com"
Cc: [REDACTED]; Leopold, Elana
Subject: Re: Unsolicited advice
Date: Sunday, May 24, 2015 1:02:07 PM

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

From: John Del Cecato [mailto:jfdc@akpdmedia.com]
Sent: Sunday, May 24, 2015 12:58 PM
To: B
Cc: [REDACTED] >
Subject: Re: Unsolicited advice

[REDACTED]

> On May 24, 2015, at 12:02 PM, B <BCCD@cityhall.nyc.gov> wrote:

>

>

> [REDACTED]

>

> -----Original Message-----

> From: Howard Dean

> To: Bill de Blasio

> Subject: Re: Unsolicited advice

> Sent: May 23, 2015 1:25 PM

>

> DC was great, and very positive for the country!! Well done!

> On Sat, May 23, 2015 at 1:17 PM, Bill de Blasio <[REDACTED]> wrote:

>

> Excellent advice and beautifully stated! And always feel free to offer advice. It is welcome. Thanks again for joining us in DC. It was an important moment that now we have to build on

>

> -----Original Message-----

> From: Howard Dean

> To: Bill de Blasio

> Subject: Unsolicited advice

> Sent: May 23, 2015 9:59 AM

>

> Do not engage with Eva. Ignore her and have your spokes person do it and be boring when she does. I like her charters even though they have their problems, but she is a press hound and you are the mayor.

> A friend once told me something similar in a more colorful way. "When you get in a mud wrestling match with a pig you both get dirty and the pig likes it."

>

> Not for attribution!!!!!!

>

>

> Sent from my iPhone

> Sent via BlackBerry by AT&T
>

From: [John Del Cecato](#)
To: [Leopold, Elana](#); [Carey, Michael](#); [de Alwis, Ronalie](#); [Chao, Raymond](#); [REDACTED];
[REDACTED]
Cc: [Snyder, Thomas](#); [John Davis](#); [Rebecca Katz](#); [jeani murray](#)
Subject: Re: MBDB: TPA Conference Call Follow Up En Route
Date: Wednesday, May 27, 2015 5:41:49 PM

Adding peeps

On 5/27/15, 5:42 PM, "Leopold, Elana" <ELeopold@cityhall.nyc.gov> wrote:

>We are delayed. Please stand by

From: [John Del Cecato](#)
To: [Leopold, Elana](#); [Carey, Michael](#); [de Alwis, Ronalie](#); [Chao, Raymond](#); [REDACTED];
[REDACTED]; [Snyder, Thomas](#)
Subject: Re: MBDB: TPA Conference Call Follow Up En Route
Date: Wednesday, May 27, 2015 6:42:48 PM

We are dialed in

On 5/27/15, 6:38 PM, "Leopold, Elana" <ELeopold@cityhall.nyc.gov> wrote:

>Please dial in now

From: [B](#)
To: ["hprim@hilltoppublicsolutions.com"](mailto:hprim@hilltoppublicsolutions.com)
Cc: ["jfdc@akpdmedia.com"](mailto:jfdc@akpdmedia.com); [Rebecca Katz \(hilltoppublicsolutions.com\)](#); [Klein, Monica](#); [de Alwis, Ronalie](#)
Subject: Re: Rachel Maddow
Date: Friday, May 29, 2015 11:01:20 AM

[REDACTED]

From: Hayley Prim [mailto:hprim@hilltoppublicsolutions.com]
Sent: Friday, May 29, 2015 07:50 AM
To: B
Cc: John Del Cecato <jfdc@akpdmedia.com>; Rebecca Katz (hilltoppublicsolutions.com)
Subject: Rachel Maddow

wants to connect with you. We tried to set this up during our time yesterday, but the timing didn't work out.

[REDACTED]

She is available between 12:30-2pm or after 4pm. Her assistant is Kelsey Desiderio, [REDACTED]

If it doesn't work out today, we will schedule a time in the near future.

--

Hayley Prim
Hilltop Public Solutions
(631) 902-5150

From: [Carey, Michael](#)
To: [John Del Cecato](#)
Subject: Re:
Date: Friday, May 29, 2015 6:47:28 AM

Sure

Michael Paul Carey
City Hall
New York, New York

> On May 28, 2015, at 11:35 PM, John Del Cecato <jfdc@akpdmedia.com> wrote:
>
> Can we invite Hayley to dinner tomorrow? Per boss
>
>

From: [John Del Cecato](#)
To: [Regina Clemente](#); [Viguers, Jonathan](#)
Cc: [Hayley Prim](#); [Greg Wasserstrom](#); [Geri Prado](#); [Rebecca Katz \(hilltoppublicsolutions.com\)](#); [Robert Greenwald](#)
Subject: Re: Hedge Fund/Teachers Event Next Steps
Date: Wednesday, August 12, 2015 4:40:12 PM

Call didn't happen, i'm sorry to report... Believe me - we are really trying to get this call made - but Legionnaires & so many other things keep taking our schedule hostage

From: Regina Clemente <regina@bravenewfilms.org>
Date: Wednesday, August 12, 2015 at 4:33 PM
To: John Del Cecato <jfdc@akpdmedia.com>, "Viguers, Jonathan" <JViguers@cityhall.nyc.gov>
Cc: Hayley Prim <hayley@progressiveagenda.us>, Greg Wasserstrom <greg@spearheaddigital.co>, Geri Prado <[REDACTED]>, Rebecca Katz <rkatz@hilltoppublicsolutions.com>, Robert Greenwald <robert@bravenewfilms.org>
Subject: Re: Hedge Fund/Teachers Event Next Steps

Great – will work on specific messaging around that and loop back to you on it.

Any word on Garcetti? Jonathan thought there was a call scheduled for last Thursday with him.

Thanks!

From: John Del Cecato <jfdc@akpdmedia.com>
Date: Wed, 12 Aug 2015 11:10:35 -0700
To: Regina Clemente <regina@bravenewfilms.org>, "Viguers, Jonathan" <JViguers@cityhall.nyc.gov>
Cc: Hayley Prim <hayley@progressiveagenda.us>, Greg Wasserstrom <greg@spearheaddigital.co>, Geri Prado <[REDACTED]>, Rebecca Katz <rkatz@hilltoppublicsolutions.com>
Subject: Re: Hedge Fund/Teachers Event Next Steps

I'm thinking the ask should be signing a petition to tell Washington to close the carried interest loophole and invest in early education..

From: Regina Clemente <regina@bravenewfilms.org>
Date: Monday, August 10, 2015 at 1:59 PM
To: "Viguers, Jonathan" <JViguers@cityhall.nyc.gov>, John Del Cecato <jfdc@akpdmedia.com>
Subject: Re: Hedge Fund/Teachers Event Next Steps

Hi there -

Any updates on Garcetti? Or other mayors?

Also, we need to finalize the specifics of the ask around tax policy reform. Let me know who to talk to about the messaging around that.

Thanks!

Regina

From: "Viguers, Jonathan" <JViguers@cityhall.nyc.gov>

Date: Tue, 4 Aug 2015 22:10:47 +0000

To: Regina Clemente <regina@bravenewfilms.org>

Subject: Re: Hedge Fund/Teachers Event Next Steps

No new updates yet, but it looks like were gonna try for the garcetti call on thursday!

sent from a mobile device.

From: Regina Clemente [<mailto:regina@bravenewfilms.org>]

Sent: Monday, August 03, 2015 08:27 PM

To: Viguers, Jonathan

Subject: Re: Hedge Fund/Teachers Event Next Steps

Hey there. Just following up with my call from Friday. Any updates from other mayors (I am assuming not!)?

And any word on when the Garcetti ask will be made?

Thanks!

Regina

From: Viguers, Jonathan <JViguers@cityhall.nyc.gov>

Sent: Tuesday, July 14, 2015 5:40 PM

To: Regina Clemente

Subject: RE: Hedge Fund/Teachers Event Next Steps

Yes tomorrow! Will call you then!

From: Regina Clemente [<mailto:regina@bravenewfilms.org>]

Sent: Tuesday, July 14, 2015 8:40 PM

To: Viguers, Jonathan

Subject: Re: Hedge Fund/Teachers Event Next Steps

Great – tomorrow? Just call my cell: [REDACTED].

Thanks!

From: <Viguers>, Jonathan <JViguers@cityhall.nyc.gov>

Date: Tuesday, July 14, 2015 at 5:37 PM

To: Regina Clemente <regina@bravenewfilms.org>

Subject: RE: Hedge Fund/Teachers Event Next Steps

How about 9AM PST / 12PM EST?

From: Regina Clemente [<mailto:regina@bravenewfilms.org>]
Sent: Tuesday, July 14, 2015 8:31 PM
To: Viguers, Jonathan
Subject: Re: Hedge Fund/Teachers Event Next Steps

Hi there -

Got your message – can we schedule a time to talk tomorrow or Thurs?

Tomorrow I can do between 8:30-9:30PST/11:30-12:30EST or after 2PST/5EST. Either of those windows work?

If not, can do Thurs between 8:30-11PST/11:30-2EST.

From: Regina Clemente <regina@bravenewfilms.org>
Date: Thursday, July 9, 2015 at 3:28 PM
To: "Viguers, Jonathan" <JViguers@cityhall.nyc.gov>
Subject: Hedge Fund/Teachers Event Next Steps

Hi Jonathan -

Robert and John (in your office) seem to be confident that the Sept. 10th event in NY will happen, so we can start to move forward with reaching out to other mayors' offices to participate.

Here is the background info/ask (written by John, with some edits):

Robert Greenwald, founder and President of Brave New Films, is a strong supporter of The Progressive Agenda. After a career of making dozens of feature films - he turned his efforts to progressive documentary filmmaking - including Outfoxed: Rupert Murdoch's War on Journalism; Wal-Mart: The High Cost of Low Price; and Koch Brothers Exposed. Robert recently produced the short film Racism Is Real, which has been a viral sensation.

Now, in concert with The Progressive Agenda, Robert is in the process of making a short (5-10 minute) film that shines a light on the fact that the top 25 hedge fund managers earned more money last year than all of the Kindergarten teachers in America COMBINED and that teachers are taxed at a higher rate than hedge fund managers as part of a larger campaign to highlight and fight income inequality.

Robert is hoping to film kindergarten teachers in various cities around the country, including New York City and (YOUR CITY). The plan is to have a coordinated film/campaign launch the week of Sept 7th (whether in-person, or virtual) in a half-dozen cities across the country.

He'd like your office's participation and help in planning for the launch, as well as any assistance you

can provide in connecting them with teachers/unions in your city for casting in the film.

The launch will include a national day of screenings and discussions about this issue and how it relates to our fight to combat income inequality.

Does that work? Let me know if you need more info than this – and I can get it to you. I don't think we need to be more specific at this point, as I can work with the offices once we have connections and know their offices are interested.

Also, note that we want to make sure we have a diversity of mayors in terms of gender, POC, and areas of the country. And that we won't want anyone to publicly announce that this is happening until later in the process.

Let me know if you want to jump back on the phone before reaching out (although I don't have many more details than this!).

Thanks so much,
Regina

Regina Clemente
Director of Campaigns
Brave New Films
regina@bravenewfilms.org
o: 310-204-0448 x.236
c: 818-239-2070
bravenewfilms.org

From: [Carey, Michael](#)
To: [John Del Cecato](#)
Cc: [Hagelgans, Andrea](#); [Walzak, Phil](#); [Wolfe, Emma](#); [Snyder, Thomas](#); [Williams, Dominic](#)
Subject: Re: Happy to do something tomorrow (Thursday) morning. I'll be at [REDACTED]. NOTE PACIFIC TIME!
Date: Wednesday, June 10, 2015 6:48:28 PM

12:15 from CH

Michael Paul Carey
City Hall
New York, New York

On Jun 10, 2015, at 6:05 PM, John Del Cecato <jfdc@akpdmedia.com> wrote:

[REDACTED]

MPC - is there some time in the sked that works [REDACTED]
[REDACTED]

From: Hayley Prim <[REDACTED]>
Date: Wednesday, June 10, 2015 at 6:01 PM
To: "Robert B. REICH" <[REDACTED]>
Cc: Rebecca L BOLES <[REDACTED]>, John Del Cecato
<jfdc@akpdmedia.com>
Subject: Re: Happy to do something tomorrow (Thursday) morning. I'll be at [REDACTED]
[REDACTED]. NOTE PACIFIC TIME!

Thank you! Also adding my colleague John Del Cecato.

On Wednesday, June 10, 2015, Robert B. REICH <[REDACTED]>
wrote:

|

--

Hayley Prim
Hilltop Public Solutions
(631) 902-5150

From: [Parikh, Ishanee](#)
To: [Hagelgans, Andrea](#); [John Del Cecato](#); [Walzak, Phil](#); [Wolfe, Emma](#); [Hinton, Karen](#)
Cc: [Kadushin, Peter](#); [Ponet, Maibe](#)
Subject: RE: Rudy quote
Date: Wednesday, September 02, 2015 8:42:02 AM

Looks like over 40% increase in homeless pop under Rudy. [REDACTED]

Per Coalition's #s (always higher than City) - **Jan 1994 is 23,526**

Per City - **January 1, 2002 33,194.**

Per City - **Jan 1, 2014 was 50,689**

From: Hagelgans, Andrea
Sent: Wednesday, September 02, 2015 8:26 AM
To: John Del Cecato; Walzak, Phil; Wolfe, Emma; Hinton, Karen
Cc: Kadushin, Peter; Parikh, Ishanee; Ponet, Maibe
Subject: Re: Rudy quote

+++ [REDACTED]


Sent from my BlackBerry 10 smartphone.

From: John Del Cecato
Sent: Wednesday, September 2, 2015 8:18 AM
To: Walzak, Phil; Wolfe, Emma; Hagelgans, Andrea; Hinton, Karen
Subject: Rudy quote


"By the time I left office, the city didn't have a homeless problem." (today's NYP)

[REDACTED]

From: [John Del Cecato](#)
To: [Kadushin, Peter](#); [Hagelgans, Andrea](#); [Walzak, Phil](#); [Wolfe, Emma](#); [Hinton, Karen](#)
Cc: [Parikh, Ishanee](#); [Ponet, Maibe](#)
Subject: Re: Rudy quote
Date: Wednesday, September 02, 2015 8:56:06 AM
Attachments: [Screen Shot 2015-09-02 at 8.17.35 AM.png](#)


http://coalhome.3cdn.net/5029926c66cd17b044_0sm6btn4k.pdf

From: "Kadushin, Peter" <pkadushin@cityhall.nyc.gov>
Date: Wednesday, September 2, 2015 at 8:30 AM
To: "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov>, John Del Cecato <jfdc@akpdmedia.com>, "Walzak, Phil" <PWalzak@cityhall.nyc.gov>, "Wolfe, Emma" <EWolfe@cityhall.nyc.gov>, "Hinton, Karen" <KHinton@cityhall.nyc.gov>
Cc: Ishanee Parikh <iparikh@cityhall.nyc.gov>, "Ponet, Maibe" <MPonet@cityhall.nyc.gov>
Subject: RE: Rudy quote



From: Hagelgans, Andrea
Sent: Wednesday, September 02, 2015 8:26 AM
To: John Del Cecato; Walzak, Phil; Wolfe, Emma; Hinton, Karen
Cc: Kadushin, Peter; Parikh, Ishanee; Ponet, Maibe
Subject: Re: Rudy quote

+++ 

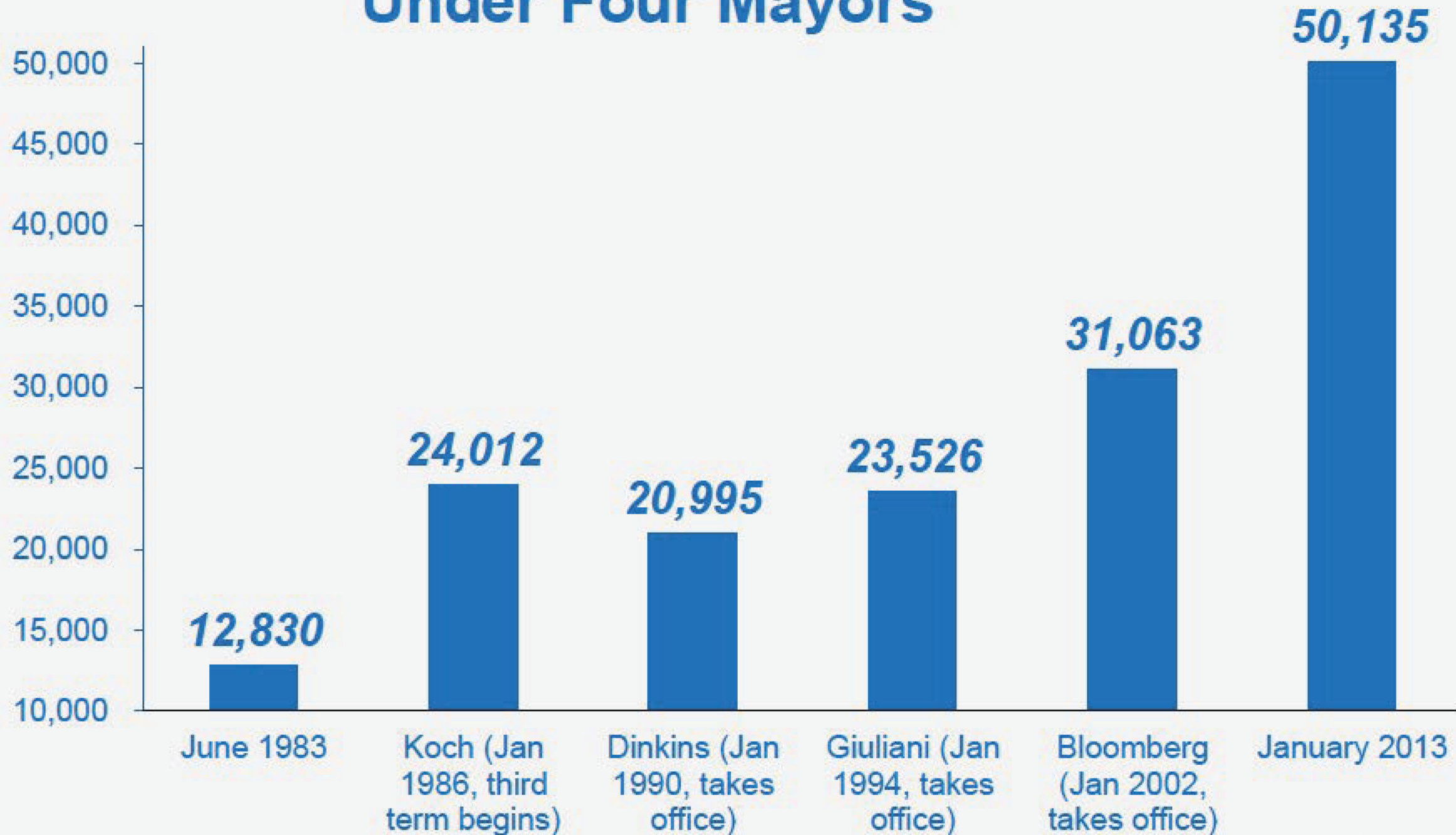
Sent from my BlackBerry 10 smartphone.

From: John Del Cecato
Sent: Wednesday, September 2, 2015 8:18 AM
To: Walzak, Phil; Wolfe, Emma; Hagelgans, Andrea; Hinton, Karen
Subject: Rudy quote

"By the time I left office, the city didn't have a homeless problem." (today's NYP)



NYC Homeless Shelter Population Under Four Mayors



Source: NYC Department of Homeless Services and Human Resources Administration and NYCStat, shelter census reports

From: [John Del Cecato](#)
To: [Ponet, Maibe](#); [Kadushin, Peter](#); [Hagelgans, Andrea](#); [Walzak, Phil](#); [Wolfe, Emma](#); [Hinton, Karen](#)
Cc: [Parikh, Ishanee](#)
Subject: Re: Rudy quote
Date: Wednesday, September 02, 2015 10:55:46 AM

So it went up 27% on Rudy's watch

From: "Ponet, Maibe" <MPonet@cityhall.nyc.gov>
Date: Wednesday, September 2, 2015 at 10:01 AM
To: John Del Cecato <jfdc@akpdmmedia.com>, "Kadushin, Peter" <pkadushin@cityhall.nyc.gov>, "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov>, "Walzak, Phil" <PWalzak@cityhall.nyc.gov>, "Wolfe, Emma" <EWolfe@cityhall.nyc.gov>, "Hinton, Karen" <KHinton@cityhall.nyc.gov>
Cc: Ishanee Parikh <iparikh@cityhall.nyc.gov>
Subject: RE: Rudy quote

[REDACTED]

Average daily census:

Total individuals: **Jan-94** 23,868 **Dec-01** 30,236

	Single Adults			Families				Total
	Men	Women	Total	Families	Adults	Children	Individuals	Individuals
Jan-94	5,627	1,115	6,742	5,589	7,574	9,552	17,126	23,868
Dec-01	5,933	1,748	7,681	6,736	9,795	12,760	22,555	30,236

From: John Del Cecato [<mailto:jfdc@akpdmmedia.com>]
Sent: Wednesday, September 02, 2015 8:56 AM
To: Kadushin, Peter; Hagelgans, Andrea; Walzak, Phil; Wolfe, Emma; Hinton, Karen
Cc: Parikh, Ishanee; Ponet, Maibe
Subject: Re: Rudy quote

[REDACTED]

http://coalhome.3cdn.net/5029926c66cd17b044_0sm6btn4k.pdf

From: "Kadushin, Peter" <pkadushin@cityhall.nyc.gov>
Date: Wednesday, September 2, 2015 at 8:30 AM
To: "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov>, John Del Cecato <jfdc@akpdmmedia.com>,

"Walzak, Phil" <PWalzak@cityhall.nyc.gov>, "Wolfe, Emma" <EWolfe@cityhall.nyc.gov>, "Hinton, Karen" <KHinton@cityhall.nyc.gov>

Cc: Ishanee Parikh <iparikh@cityhall.nyc.gov>, "Ponet, Maibe" <MPonet@cityhall.nyc.gov>

Subject: RE: Rudy quote

[REDACTED]

From: Hagelgans, Andrea

Sent: Wednesday, September 02, 2015 8:26 AM

To: John Del Cecato; Walzak, Phil; Wolfe, Emma; Hinton, Karen

Cc: Kadushin, Peter; Parikh, Ishanee; Ponet, Maibe

Subject: Re: Rudy quote

+++ [REDACTED]

Sent from my BlackBerry 10 smartphone.

From: John Del Cecato

Sent: Wednesday, September 2, 2015 8:18 AM

To: Walzak, Phil; Wolfe, Emma; Hagelgans, Andrea; Hinton, Karen

Subject: Rudy quote

"By the time I left office, the city didn't have a homeless problem." (today's NYP)

[REDACTED]

From: [B](#)
To: ["jfdc@akpdmedia.com"](mailto:jfdc@akpdmedia.com)
Subject: Fw: Photos today
Date: Tuesday, September 08, 2015 9:00:00 AM
Attachments: [image1.JPG](#)
[ATT00001.txt](#)
[image2.JPG](#)
[ATT00002.txt](#)
[image3.JPG](#)
[ATT00003.txt](#)

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

From: Freeman, Demetrius
Sent: Monday, September 07, 2015 05:11 PM
To: B
Subject: Re: Photos today

Attached are the photos from today.

Demetrius



Any Politician
is against
Our Mayor
Bill de Blasio
Vote Them
to hell OUT
God Bless
Him



We Need
DE Blasio
For president



Sent from my iPhone

> On Sep 7, 2015, at 4:52 PM, B <BCCD@cityhall.nyc.gov> wrote:

>

>

>

>

From: [John Del Cecato](#)
To: [Walzak, Phil](#); [Adams Baker, Marti](#)
Subject: FW: BdB on CNN
Date: Thursday, October 01, 2015 6:58:57 AM

On 10/1/15, 6:17 AM, "Rebecca Katz" <rkatz@hilltoppublicsolutions.com> wrote:

>Boss will be on CNN at 8:35 am and 10:40 am today.
>
>The 3:30 version is set to air at 8:35am on New Day. The 5:15 version
>will air around 10:40am today. Will send a link later as well. Long
>version airs on Poppy's show Saturday & Sunday.
>
>8:30 am version will be half income inequality, half politics. More on
>income inequality in 10a piece
>
>Sent from my iPhone

From: [Snyder, Thomas](#)
To: [Bill Deblasio](#)
Cc: [Geri Prado](#); [Hayley Prim](#); [Tom Snyder](#); [John Del Cecato](#)
Subject: Re: Forum on Economic Inequality on December 6th, 2015 at the University of Iowa
Date: Friday, October 23, 2015 8:16:57 PM

[REDACTED]

Sent from my iPhone

> On Oct 23, 2015, at 8:10 PM, Bill Deblasio <[REDACTED]> wrote:

>

>

> Bernie just called to commit to the Forum!

[REDACTED]

>

> Sent from my BlackBerry 10 smartphone.

> Original Message

> From: Geri Prado

> Sent: Friday, October 23, 2015 6:38 PM

> To: Bill Deblasio; Hayley Prim

> Subject: Fwd: Forum on Economic Inequality on December 6th, 2015 at the University of Iowa

>

>

>

>

> Begin forwarded message:

>

>> From: Geri Prado <geri@progressiveagenda.us>

>> Date: October 11, 2015 at 9:31:52 PM EDT

>> To: jweaver@berniesanders.com, [REDACTED]

>> Cc: "Bell, Carter L" <carter-bell@uiowa.edu>

>> Subject: Forum on Economic Inequality on December 6th, 2015 at the University of Iowa

>>

>> Senator Bernie Sanders

>> Mr. Jeff Weaver

>>

>> The Progressive Agenda Committee and the University of Iowa Lecture Committee are holding a forum dedicated solely to economic inequality at the University of Iowa, December 6th at 6pm CST. We are notifying you of the forum and the criteria for invitations.

>>

>> We are looking forward to an opportunity to give voters, caucus goers, and students on campus an opportunity to hear you and other candidates discuss how you would combat economic inequality. This notification and eventual invites will be extended to candidates from both sides of the isle.

>>

>> More details on the forum to come. Attachments include a formal notification and invitation guidelines.

>>

>> We hope to hear from you and in the meantime, if you have any questions, please call me at [REDACTED] or email RSVP@ProgressiveAgenda.us

>>

>> Sincerely,

>>

>> Geri Prado

>> Executive Director

>> The Progressive Agenda Committee

>>

>> Information about the Sponsors:

>>

>> University of Iowa Lecture Committee (ULC)

>> <https://lectures.uiowa.edu>

>>

>> For more than 30 years, The University of Iowa Lecture Committee has brought some of the world's great thinkers to the University of Iowa campus. Speakers have included an impressive roster of national and international figures in science, politics, business, human rights, law, and the arts. Each year the University hosts from 6 to 10 thought-provoking lectures. These events help enrich Iowa's academic environment and enhance its reputation as a prestigious Big Ten university.

>>

>> The Progressive Agenda Committee (TPAC)

>> www.ProgressiveAgenda.us

>>

>> The Progressive Agenda Committee was formed in May 2015, an organization solely focused on changing the debate about economic inequality. Leaders of organizations, elected officials including mayors from around the country, economists, entertainers formed TPAC to ensure Americans have an economic opportunity and work is rewarded.

From: [Bill Deblasio](#)
To: [Geri Prado](#)
Cc: [Hayley Prim](#); [Tom Snyder](#); [John Del Cecato](#)
Subject: Re: Forum on Economic Inequality on December 6th, 2015 at the University of Iowa
Date: Monday, October 26, 2015 3:04:47 PM

[REDACTED]

Bill Deblasio

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

From: Geri Prado <geri@progressiveagenda.us>
Date: Sun, 25 Oct 2015 16:50:48
To: <[REDACTED]>
Cc: Hayley Prim<hayley@progressiveagenda.us>; Tom Snyder<tomsnyder@cityhall.nyc.gov>; John Del Cecato<jfdc@akpdmedia.com>
Subject: Re: Forum on Economic Inequality on December 6th, 2015 at the University of Iowa

[REDACTED]

> On Oct 25, 2015, at 4:40 PM, Bill Deblasio <[REDACTED]> wrote:

>

>

> [REDACTED]

>

> Bill Deblasio

>

> -----Original Message-----

> From: Geri Prado <geri@progressiveagenda.us>

> Date: Sun, 25 Oct 2015 16:28:38

> To: Bill Deblasio<[REDACTED]>

> Cc: Hayley Prim<hayley@progressiveagenda.us>; Tom Snyder<tomsnyder@cityhall.nyc.gov>; John Del Cecato<jfdc@akpdmedia.com>

> Subject: Re: Forum on Economic Inequality on December 6th, 2015 at the University of Iowa

>

> [REDACTED]

>

> [REDACTED]

>

> [REDACTED]

>

>> On Oct 23, 2015, at 8:10 PM, Bill Deblasio <[REDACTED]> wrote:

>>

>>

>>

>> Bernie just called to commit to the Forum!

>>

>> [REDACTED]

>>

>> Sent from my BlackBerry 10 smartphone.

>> Original Message

>> From: Geri Prado

>> Sent: Friday, October 23, 2015 6:38 PM

>> To: Bill Deblasio; Hayley Prim

>> Subject: Fwd: Forum on Economic Inequality on December 6th, 2015 at the University of Iowa

>>

>>

>>

>>

>> Begin forwarded message:

>>

>>> From: Geri Prado <geri@progressiveagenda.us>

>>> Date: October 11, 2015 at 9:31:52 PM EDT

>>> To: jweaver@berniesanders.com, [REDACTED]

>>> Cc: "Bell, Carter L" <carter-bell@uiowa.edu>

>>> Subject: Forum on Economic Inequality on December 6th, 2015 at the University of Iowa

>>>

>>> Senator Bernie Sanders

>>> Mr. Jeff Weaver

>>>

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>>>

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>>>

>>> Sincerely,

>>>

>>> Geri Prado

>>> Executive Director

>>> The Progressive Agenda Committee

>>>

>>> Information about the Sponsors:

>>>

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>>> <https://lectures.uiowa.edu>

>>>

>>> For more than 30 years, The University of Iowa Lecture Committee has brought some of the world's great thinkers to the University of Iowa campus. Speakers have included an impressive roster of national and international figures in science, politics, business, human rights, law, and the arts. Each year the University hosts from 6 to 10 thought-provoking lectures. These events help enrich Iowa's academic environment and enhance its reputation as a prestigious Big Ten university.

>>>

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>>>

>>> The Progressive Agenda Committee was formed in May 2015, an organization solely focused on changing the debate about economic inequality. Leaders of organizations, elected officials including mayors from around the country, economists, entertainers formed TPAC to ensure Americans have an economic opportunity and work is rewarded.

From: [Wolfe, Emma](#)
To: ["Jonathan Rosen"](#); [Walzak, Phil](#)
Cc: [Hinton, Karen](#); [Snyder, Thomas](#); [Kadushin, Peter](#); [jfdc](#); [Hagelgans, Andrea](#); [Dan Levitan](#)
Subject: RE: Wsj Marist poll
Date: Thursday, October 29, 2015 2:33:45 PM

STOP THIS THREAD.
Everybody stop.

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

From: Jonathan Rosen [<mailto:Jonathan@berlinrosen.com>]
Sent: Thursday, October 29, 2015 2:33 PM
To: Walzak, Phil
Cc: Hinton, Karen; Snyder, Thomas; Wolfe, Emma; Kadushin, Peter; jfdc@akpdmedia.com; Hagelgans, Andrea; Dan Levitan
Subject: Re: Wsj Marist poll

Plus Dan

Sent from my iPhone

> On Oct 29, 2015, at 2:31 PM, Walzak, Phil <PWalzak@cityhall.nyc.gov> wrote:
>
> Same ole same ole
>
> -----Original Message-----
> From: Hinton, Karen
> Sent: Thursday, October 29, 2015 2:31 PM
> To: Walzak, Phil; Snyder, Thomas; Wolfe, Emma; Kadushin, Peter; Jonathan Rosen; jfdc@akpdmedia.com; Hagelgans, Andrea
> Subject: Re: Wsj Marist poll
>
> Cuomo approval in city 63%, black voters love mayor, white voters hate him
>
> Sent from my iPhone
>
>> On Oct 29, 2015, at 2:23 PM, Hinton, Karen <KHinton@cityhall.nyc.gov> wrote:
>>
>> Wsj making results Public at 3 pm. Is city hall or Berlin Rosen responding? Sending more details in poll in separate email.
>>
>> 45% approval, 46% disapproval. 42% say he deserves reelection, 48% say he doesn't
>>
>>
>>
>> Sent from my iPhone

From: [Snyder, Thomas](#)
To: [Wolfe, Emma](#)
Cc: [Bill Deblasio](#); [Salazar-Rodriguez, Prisca](#); [Tom Snyder](#); [John Del Cecato](#); [Jonathan Rosen](#); [Walzak, Phil](#); [Hagelgans, Andrea](#); [Hinton, Karen](#); [FLONYC](#)
Subject: Re: This week/next week
Date: Sunday, October 11, 2015 1:42:00 PM

MUCH prefer week of 19th

Sent from my iPhone

On Oct 11, 2015, at 1:37 PM, Wolfe, Emma <EWolfe@cityhall.nyc.gov> wrote:

Fwiw just to be responsive - I like that timing.

And specifically on scheduling, if there's any way we can pull off NY NY IV announce this week (not sure yet, but hopeful), we're just adding to the crammed schedule before you leave for Israel.

From: Bill Deblasio
Sent: Sunday, October 11, 2015 1:33 PM
To: Salazar-Rodriguez, Prisca; Tom Snyder; Wolfe, Emma; John Del Cecato; Jonathan Rosen; Walzak, Phil; Hagelgans, Andrea; Hinton, Karen
Cc: FLONYC
Subject: Fw: This week/next week

I want you guys to consider the email below simply as a matter of scheduling -- don't want anything else discussed on this thread. Other issues can be handled off-line. As a scheduling matter, does anyone disagree with my conclusion that this should be the week of Oct 19? And again, not for dialogue here but as a scheduling matter, I think the cable blitz makes sense, but we can discuss off-line if any concerns. Thanks

Sent from my BlackBerry 10 smartphone.

From: Bill Deblasio <[REDACTED]>
Sent: Sunday, October 11, 2015 11:23 AM
To: Robby Mook
Subject: Re: This week/next week

Given the need to prep and do the cable blitz, I think this week is too soon. I'm going to Israel Thurs night thru Monday AM, so I've got a lot to cram in before going. I'll check with my team and get back to you, but let's assume the week of the 19th for now

Sent from my BlackBerry 10 smartphone.

From: Robby Mook

Sent: Sunday, October 11, 2015 10:15 AM

To: [REDACTED]

Subject: This week/next week

Brainstorming whether to schedule the rollout after the debate (this Wed/Thurs) or next week (when she is down to prep for the Benghazi hearing). Do you have any preference? If it's ok with you, we'd like to book you solid on cable for a day or two (at least!), so it would be good to do it when your sched is a bit more flexible.

From: [Abeywardena, Penny](#)
To: ["Martin, Peter G"](#)
Bcc: [John Del Cecato](#)
Subject: TPs on inequality in US
Date: Friday, September 11, 2015 2:35:12 PM

Dear Peter,

Wonderful to speak with you. See below for a few short TPs as well as a link to an article that may be of interest. Thank you again for sharing it with the Pope's team.

- The Progressive Agenda is an organization started by Mayor Bill de Blasio and other leaders from around the country dedicated to pushing solutions for income inequality. Together, they are working to ask government to make changes and invest in people, solve the inequality crisis and ensure that people have a better life for themselves and their families.
- We need to invest in kids and education and fair income, wages and benefits to pull people out of poverty and into the middle class. People who work should be able to provide for their families, not live in poverty.
- As a country we can do this if those such as heads of corporations, hedge fund managers don't pay lower tax rates than everyday people as they do now. We need to raise the minimum wage, allow for working people to collectively negotiate and bargain with their employers for a livable wage and benefits.
- Article by Mayor de Blasio on closing important tax loop hole that perpetuates inequality in US: http://www.huffingtonpost.com/bill-de-blasio/its-time-to-close-the-carried-interest-loophole_b_8116860.html

Best,
Penny

Penny Abeywardena | Commissioner
NYC Mayor's Office for International Affairs
2 United Nations Plaza, 27th Floor, New York, NY 10017
p: [\(212\) 319-9300](tel:2123199300) | nyc.gov/internationalaffairs

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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 3:13:58 PM

and also HRC stuff

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

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](tel:202-298-3232)
Fax: [202-298-6115](tel:202-298-6115)
nbaldick@hilltoppublicsolutions.com

From: [Carey, Michael](#)
To: [John Del Cecato](#)
Subject: Re: TPA
Date: Sunday, May 24, 2015 4:24:15 PM

Sure

Michael Paul Carey
City Hall
New York, New York

> On May 24, 2015, at 4:23 PM, John Del Cecato <jfdc@akpdmedia.com> wrote:
>
> You think Pickrell, Hayley, RKK and me?
>
>
>
>> On May 24, 2015, at 2:28 PM, Carey, Michael <MPCarey@cityhall.nyc.gov> wrote:
>>
>> He wants to do a follow up call.
>> Who should be on it?

From: [Carey, Michael](#)
To: ["John Del Cecato"](#)
Subject: RE:
Date: Monday, May 25, 2015 2:39:06 PM

THAT IS FINE. WHOEVER YOU WANT

Michael Paul Carey
City Hall
New York, New York

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

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Monday, May 25, 2015 2:41 PM
To: Carey, Michael
Subject:

I now think we should do a call with not only Pick, Hayley, RKK, and me - but also Fromo, Davis, and Jeani

From: [Carey, Michael](#)
To: [John Del Cecato](#)
Subject: Re:
Date: Monday, May 25, 2015 3:02:38 PM

[REDACTED]

Michael Paul Carey
City Hall
New York, New York

> On May 25, 2015, at 3:01 PM, John Del Cecato <jfdc@akpdmedia.com> wrote:

>

> Can you resend to Fromo, Jeani, Davis? [REDACTED]

[REDACTED] The invite I forwarded

> didn't go through & some thought it was right now

>

> Jon Fromowitz [REDACTED] >

> jeani murray <[REDACTED]>

> John Davis <[REDACTED]>

>

>

>> On 5/25/15, 2:40 PM, "John Del Cecato" <jfdc@akpdmedia.com> wrote:

>>

>> I now think we should do a call with not only Pick, Hayley, RKK, and me -

>> but also Fromo, Davis, and Jeani

>

From: [Carey, Michael](#)
To: ["John Del Cecato"](#)
Subject: RE: <no subject>
Date: Tuesday, May 26, 2015 12:44:19 PM

I already did.

Michael Paul Carey
Director of Scheduling and Advance
City Hall
New York, New York 10007
212.341.5396

From: John Del Cecato [mailto:jfdc@akpdmedia.com]
Sent: Tuesday, May 26, 2015 12:45 PM
To: Carey, Michael
Subject: <no subject>

Others to invite to the TPA call tomorrow:

RKK [REDACTED]
John Davis <[REDACTED]>
jeani murray [REDACTED]>
Tom Snyder

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 4:03:48 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@akpdmmedia.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>
Cc: Thomas Snyder <[REDACTED]>, Jonathan Rosen <jonathan@berlinrosen.com>, John Del Cecato <jfdc@akpdmmedia.com>, Peter Ragone <[REDACTED]>, David Kieve <dkieve@hilltoppublicsolutions.com>, Emma Wolfe <[REDACTED]>, Dominic Williams <DWilliams@cityhall.nyc.gov>, Gabrielle Fialkoff <[REDACTED]>, "N. Smith" <[REDACTED]>, Chirlane McCray <FLONYC@cityhall.nyc.gov>, Roxanne Johns <[REDACTED]>, Ross Offinger <[REDACTED]>, Anna Greenberg <agreenberg@gqrr.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> wrote:
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 <[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
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

From: [John Del Cecato](#)
To: [Hayley Prim](#)
Cc: [Leopold, Elana](#); [Snyder, Thomas](#)
Subject: Re: Special Guest Invitation from Congresswoman Barbara Lee
Date: Saturday, July 11, 2015 8:12:18 PM

[REDACTED]

On Jul 11, 2015, at 8:06 PM, Hayley Prim <hayley@progressiveagenda.us> wrote:

[REDACTED]

On Sat, Jul 11, 2015 at 4:39 PM, Leopold, Elana
<ELeopold@cityhall.nyc.gov> wrote:

[REDACTED]

Sent from my iPhone

Begin forwarded message:

From: Trish Tinitigan <trish@philhour.com>
Date: June 29, 2015 at 3:13:01 PM EDT
To: <eleopold@cityhall.nyc.gov>
Cc: Marjan Philhour <marjan@philhour.com>
Subject: Re: **Special Guest Invitation from Congresswoman Barbara Lee**

Elana,

I hope you're well! Following up on a phone message I left for you on Thursday, June 25, 2015 regarding Congresswoman Barbara Lee's NYC event on October 5th. We have tentatively scheduled a luncheon and will forward details to you as soon as we confirm. I wanted to make sure that this is on your radar.

Additionally, I am also following up to see if you might have had a moment to take into consideration our invitation for Mayor de Blasio to be our special guest for one of our in-district events. We want to work on a date that is mutually convenient for his schedule. Might you be able to check if he has any availability for an event in October?

Thank you for your assistance!

Best,

Trish

Trish Tinitigan | Associate
Philhour & Associates
381 Bush Street, Suite 503
San Francisco, CA 94104
Work: [415-692-3556](tel:415-692-3556)

On Fri, May 15, 2015 at 12:18 PM, Trish Tinitigan
<trish@philhour.com> wrote:

Elana,

I hope this email finds you well. I am following up on a phone message I left for you on Tuesday, May 12, 2015. Congresswoman Barbara Lee recently invited Mayor de Blasio to be a special guest to one of her in-district events. We appreciate your consideration of the Congresswoman's request. We would like to work on a mutually agreeable date for a fundraiser but if the Mayor's schedule might permit, we do have a large quarterly event in September. Thank you for your assistance, Elana!

Best,

Trish

Trish Tinitigan | Associate

Philhour & Associates

381 Bush Street, Suite 503

San Francisco, CA 94104

Work: [415-692-3556](tel:415-692-3556)

Cell: [415-966-9618](tel:415-966-9618)

From: [B](#)
To: [Snyder, Thomas](#); "hayley@progressiveagenda.us"
Cc: "jfdc@akpdmedia.com"
Subject: Fw: Just talked to the Senator
Date: Tuesday, July 14, 2015 6:08:10 PM

See below

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

From: Mary Sorteberg
To: Bill de Blasio
Subject: Re: Just talked to the Senator
Sent: Jul 14, 2015 5:39 PM

Bill-

It was a pleasure to speak last night.

I'm sending you specific policy points on both global warming and TPP. Her comments in both areas to date are lacking any policy substance.

By the way, Hillary attended our caucus today; I asked her to get more specific on changes needed in TPP and that that would help produce a better agreement while changes can still be made. She responded that she would look at suggestions and I provided a list to John Podesta similar to the TPP points below.

All my best, Jeff Merkley

Global Warming:

Hillary says that we need more subsidies for renewable energy and more conservation. This is a starting point, but far from serious leadership. Here are several things she should say if she wants to lead on the most pressing issue threatening our planet:

- 1) We need to keep 80% of identified fossil fuels in the ground if we are going to save the planet. To do so will take serious leadership and I am ready to be that leader.
- 2) I will oppose any pipeline designed to accelerate the harvesting of the Canadian tar sands.
- 3) I will block oil drilling in the Arctic.
- 4) We must stop issuing new leases for drilling offshore for gas and oil.
- 5) I will oppose new leases for exploiting coal on public lands

6) We must tackle key issues caused by fracking including the contamination of ground water and the production of fugitive methane. I will champion these reforms.

7) "All of the above" is the wrong policy for our energy future. We must quickly and substantially reduce the burning of fossil fuels. Under my leadership, America will lead the world in this transition.

NOTE: I am planning to introduce a bill that would be based on Bill McKibben's recent letter to President Obama, outlining four specific actions (items 2-5 above) he should take on climate keep fossil fuel reserves in the ground: McKibben also did a public letter to Clinton reiterating these points and adding in a few more.

TPP:

At a meeting with the Senate Democratic caucus last week, President Obama that he has listened carefully to concerns raised by Democrats during the Fast Track debate and that we might be pleasantly surprised by additional efforts he is making.

Clinton has said to date only that more work needs to be done. But she has given no specifics. She could make a big difference in the final stage of the negotiations if she presented several key areas that need to be addressed before a final agreement is presented to Congress.

Here are 8 items from which she could draw:

1. Investor State Dispute Settlement (ISDS): Exempt laws that protect consumers, public health, or the environment from being challenged in the Investor State Dispute Settlement (ISDS) process. (or, alternatively, make adoption of the ISDS an "opt in" option for members of the TPP).

2. Currency Manipulation: Strengthen provisions cracking down on currency manipulation. Currency manipulation has cost American manufacturers and American jobs by essentially acting as an invisible tariff on U.S.-made products and an invisible subsidy for products made in nations that engage in currency manipulation.

3. Making Environmental and Labor Provisions Enforceable: Require countries to conform their laws to a higher standard and implement those laws for 18-24 months before entering into the treaty

4. Minimum Wage: Mandate a minimum wage that must be matched or exceeded by all participating countries and which must rise over time to narrow the wage gap between developed and developing countries. This would help prevent a global race to bottom on wages.

5. Intellectual Property/Generic Drugs: Do not extend intellectual property protections for certain pharmaceutical products in a way that will make it harder to get generic drugs onto the market and otherwise get affordable medication to developing countries. These kinds of special-interest provisions should be excluded from the TPP.

6. Human Rights: Require Malaysia and other potential members to address current serious issues

with human trafficking and other human rights violations. We should not be engaging in a major expansion of trade relations with nations that are maintaining gross labor violations. Oppose an effort to downgrade Malaysia's rating on human rights merely so Malaysia can join the TPP.

7. Financial Services: Prevent future administrations from using new trade agreements to weaken Dodd-Frank or other financial regulations and consumer protections. Big banks and European nations are pushing to weaken U.S. financial regulations, such as tougher capital standards for big banks enacted in the wake of the 2008 financial meltdown, in an upcoming round of TTIP trade talks.

8. Manufacturing: Strengthen U.S. manufacturing by making countervailing duty and anti-dumping claims against foreign companies easier to bring and to resolve successfully, helping to level the playing field for American manufacturers in international trade. Moreover, allow companies to pursue anti-dumping claims by counting as illegal subsidies violations of the TPP's labor and environmental standards.

On Mon, Jul 13, 2015 at 7:37 PM, Bill de Blasio <[REDACTED]> wrote:

He agreed to send me some thoughts on the TPP and I wanted him to have my email. Thanks! Bill de Blasio

Sent via BlackBerry by AT&T

From: B
To: "jfdc@akpdmedia.com"; "hayley@progressiveagenda.us"
Subject: Fw: Fwd: Opportunity Nation Forum Invitation
Date: Thursday, July 16, 2015 7:22:56 PM

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

From: Tom Harkin
To: Bill de Blasio
Subject: Fwd: Opportunity Nation Forum Invitation
Sent: Jul 16, 2015 7:12 PM

We may have been beaten to the punch: read the DSM Register editorial, and see note to me from former president Rob Denson. Do you know anything about "Opportunity Nation?" I just looked them up. I had never heard of them, but they seem well established.

Sent from my iPhone
Begin forwarded message:

From: "Denson, Robert J." <rjdenson@dmacc.edu>
Date: July 16, 2015 at 12:22:01 PM MDT
To: [REDACTED]
Cc: Melanie Anderson <manderson@opportunitynation.org>, Cara Willis <cwillis@opportunitynation.org>
Subject: Opportunity Nation Forum Invitation

Dear Tom:

Before we went to France we'd emailed you about Opportunity Nation and a Presidential Opportunity Forum we're planning to host. (Those emails are below)
We've officially finalized the dates, November 16-17, at DMACC's Campus in Ankeny.
And we're thrilled the Forum was announced by the Editorial team in the Register today:
<http://www.desmoinesregister.com/story/opinion/editorials/2015/07/15/registers-editorial-income-gap-needs-presidential-priority-local-action/30220721/> [Note that the date has been changed to Nov. 16-17]
We'd love to invite you to serve as an Honorary Co-Chair for the event. We have also invited Tom Latham, Andy McGuire and Jeff Kaufmann to also be Co-Chairs. As Honorary Co-Chair, we would be honored to have you speak at the event if you are available, but also be willing to lend your name to the invitations to the Presidential candidates.

Happy to discuss further with you.

Thanks.

Rob Denson

OUR PRIOR EMAILS BELOW:

From: Gmail [mailto:[REDACTED]]
Sent: Thursday, May 07, 2015 1:23 PM
To: Denson, Robert J.
Subject: Re: Opportunity Nation

Rob: likewise looking forward to being with you in France! I cannot meet on June 9 or 10, as Ruth and I are taking two of our grandkids to the Bahamas for a week. Anytime before that date?

Sent from my iPad

On May 6, 2015, at 11:26 AM, Denson, Robert J. < rjdenson@dmacc.edu> wrote:
Tom:
We are looking forward to seeing you and Ruth on the DMACC

From: [John Del Cecato](#)
To: [Leopold, Elana](#); [Hagelgans, Andrea](#)
Subject: Re: Hayley says he should be there between 250pm and 300pm
Date: Tuesday, May 12, 2015 2:24:20 PM

don't want to be late! Car time is fun time

From: <Leopold>, Elana <ELeopold@cityhall.nyc.gov>
Date: Tuesday, May 12, 2015 at 2:22 PM
To: "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov>
Cc: John Del Cecato <jfdc@akpdmedia.com>
Subject: Re: Hayley says he should be there between 250pm and 300pm

Jdc says head over there and sit in the car

Sent from my iPhone

On May 12, 2015, at 2:21 PM, Hagelgans, Andrea <AHagelgans@cityhall.nyc.gov> wrote:

What's the call?

From: Leopold, Elana
Sent: Tuesday, May 12, 2015 02:06 PM
To: Hagelgans, Andrea; John Del Cecato <jfdc@akpdmedia.com>
Subject: Fwd: Hayley says he should be there between 250pm and 300pm

? - should we leave later

Sent from my iPhone

Begin forwarded message:

From: "Grybauskas, Stefan" <SGrybauskas@cityhall.nyc.gov>
Date: May 12, 2015 at 2:03:44 PM EDT
To: "Leopold, Elana" <ELeopold@cityhall.nyc.gov>
Subject: Hayley says he should be there between 250pm and 300pm

Stefan Grybauskas
Associate Director of Advance
Office of the Mayor
City of New York

C: 347-515-5874

From: [Stephanie Yazgi](#)
To: [John Del Cecato](#); [Emma Wolfe](#); [Neal Kwatra](#); [Aaron Pickrell](#); [Schnake-Mahl, Gabriel](#)
Subject: COO BOSTON attendance and updates from FedAffairs
Date: Tuesday, February 24, 2015 8:35:43 AM

There are only 13 mayors registered for COO in Boston right now.

Real time updates here:

<https://secure.usmayors.org/registration/other/cotf15/admin/citymonitor.asp>

MAX UPDATES BELOW:

- Use this time to diversify and build COO coalition and identify and recruit leaders
IM CALLING THE STAFF TO BOTH OKLAHOMA CITY AND INDIANAPOLIS MAYORS TODAY.
- Invite Secretary Fox and Elizabeth Warren to participate in key programming
(STATUS ON BOTH?) WARREN INVITED. WILL CHECK WITH BOATON RE FOXX.
- Maximize dialog between mayors (without staff or experts? MBdB charge?)
- Clear framework for discussions and organizing on MBdB priority issues with
clear asks for mayors- FORMAT OF ALL EVENTS MAYOR IS INVOLVED IN?
- MBdB organizing with 5 firebrand progressive mayors (carried interest or raise
the wage?????) ANY THOUGHTS AS TO WHO WE SHOULD PULL INTO
THIS? WE THOUGHT LANDRIEU COULD BE KEY PARTNER GENERALLY
(NOT ON THIS PARTICULAR ISSUES NECESSARILY). MEETING
YESTERDAY GOT CANCELED LAST MINUTE.
- Potentially feature progressive taxation best practices panel? HAVE YOU ALL
HAD A CHANCE TO DO ANY RESEARCH ON THIS? NOT YET
- Attendance (Boston bottomlining) CAN WE GET UPDATES DAILY? I WILL
SHARE LINK WITH REAL TIME UPDATES.

From: [Fink, Avi](#)
To: "Stephanie Yazgi"; Schnake-Mahl, Gabriel
Cc: Neal Kwatra; John Del Cecato; lhegarty@akpdmmedia.com; [REDACTED]
Subject: RE: Presser at Cities of Opportunity Boston
Date: Wednesday, March 11, 2015 11:53:53 AM

Yes I'm sending around updated memo before 2pm.

From: Stephanie Yazgi [REDACTED]
Sent: Wednesday, March 11, 2015 11:53 AM
To: Schnake-Mahl, Gabriel
Cc: Neal Kwatra; John Del Cecato; Fink, Avi; lhegarty@akpdmmedia.com; [REDACTED]
Subject: Re: Presser at Cities of Opportunity Boston

Sorry to have missed this. Any notes?

On Wed, Mar 11, 2015 at 10:12 AM, Schnake-Mahl, Gabriel
<GSchnakeMahl@cityhall.nyc.gov> wrote:
Let's do quickly at 10:15 AM

[REDACTED] #

From: Neal Kwatra [REDACTED]
Sent: Wednesday, March 11, 2015 9:56 AM
To: Schnake-Mahl, Gabriel
Cc: John Del Cecato; Stephanie Yazgi [REDACTED] Fink, Avi;
lhegarty@akpdmmedia.com; [REDACTED]
Subject: Re: Presser at Cities of Opportunity Boston

sure, i'm free now til 1030 and then from 1130-1215

On Wed, Mar 11, 2015 at 9:51 AM, Schnake-Mahl, Gabriel
<GSchnakeMahl@cityhall.nyc.gov> wrote:
Folks available this am to jump on call to start discussing press plan for COO?
We're trying to lock Sen Warren in to join with mayors for presser on the 23rd. JDC / Neal -
want to get your thoughts/guidance/ideas.

From: [Schnake-Mahl, Gabriel](#)
To: "Neal Kwatra"; [John Del Cecato](#); [Aaron Pickrell](#); [REDACTED] [Stephanie Yazgi](#)
[REDACTED] [Wolfe, Emma](#); [Fink, Avi](#); [Sevillia, Max](#)
Subject: Boston COO Memo - pls review, send edits
Date: Wednesday, March 11, 2015 1:13:40 PM
Attachments: [COO Boston Memo.docx](#)

SUNDAY, MARCH 22

Note: MBDB will arrive in Boston during the day and have personal time with family

7:00pm – 8:30pm

Dinner (All Cities of Opportunities Summit Attendees)
Campus Center, University of Massachusetts

8:30pm – 9:30 pm

Progressive mayors pull aside / progressive taxation roundtable
Location TBD

Goals: establish record and build foundation with like-minded mayors, promote menu of action items on taxation that can be spent transpo/housing. SY/GSM working on substance with JDC guidance.

ATTENDEES:

- Walsh – Tentative
- Murray – Likely (Chris, CoS)
- Cownie – ?
- Adler – Confirmed (Barbara, Executive Assistant)
- Becker – Unlikely
- Hodges – Confirmed (CoS, John Styles)
- Landrieu – Confirmed (Scheduler, April)

MONDAY, MARCH 23

Cities of Opportunity Task Force Meeting

Omni Parker House Hotel

7:30 a.m. – 8:30 a.m.

Breakfast Available

8:30 a.m. - 10:45 a.m.

Working Session

STEPHANIE RAWLINGS-BLAKE, Mayor of Baltimore

BILL de BLASIO, Mayor of New York City
Chair, Cities of Opportunity Task Force

MARTIN J. WALSH, Mayor of Boston
Vice Chair, Cities of Opportunities Task Force

TOM COCHRAN, CEO and Executive Director

TRANSPORTATION (MBDB will lean into this and facilitate discussion)

Goals: Give path to Mayors to push for Re-Authorization, Frame Issue Around Access to Opportunity

1. Full Funding For Transportation Bill is important for Cities

- MBDB has big transportation projects in the Tri State Area that are important for NYC
 - MAX TO SUPPLY EXAMPLES – JDC SUGGESTS LOOKING AT GATEWAY PROJECT AS SOMETHING TO TALK ABOUT, KWATRA FLAG THIS HAS ALBANY IMPLICATIONS
 - US Government expert lays out impact of reauthorization to Mayors
 - We hope to have Secretary Foxx but will be game-time decision because of his health. We are getting Assistant Secretary in his place regardless and possibly Sec of Labor to discuss jobs that come with reauthorization
2. Propose joint action by mayors to collectively lobby congress on reauthorizing
 - We recommend letter we will get signatures on that we will send to House and Senate leaders Boehner and Reid and do press on.
 3. Share organizing tool-kit with mayors
 - Engaging Building Trades locally and nationally to joint lobbying effort
 - Engaging Contractors for same
 - Engaging Clergy and Organizations of Faith to join lobbying efforts
 4. MBDB will ask every Mayor in room to each develop lists of members of the house and Senate they can effectively lobby, especially Republicans
 5. MBDB to argue to other mayors that affordability cannot be tackled by focusing on housing alone – transportation that connects middle and working class people from home to jobs is crucial
 - MBDB to highlight our 5 boro ferry plan and Bus Rapid Transit investments from State of the City address
 - MBDB to highlight work 2-3 other Mayors are doing with similar type projects, Federal affairs working on research for these materials

HOUSING (to be led by Mayor Walsh)

Goal: Mayor to share with other Mayors the affordable housing work we are doing in NYC and the traps we are learning to avoid

- The investment requirement in budgets to preserve and build more affordable housing
- The sensitivity of re-zonings in local neighborhoods
- The importance of calling out gentrification and investing in legal aid and tenant protection

10:45am - 11:45am

Remarks and Dialogue
SENATOR ELIZABETH WARREN

11:45pm – 12:05pm

Pull-aside with Sen. Warren

12:15pm – 1:15pm

Press Conference – MBDB, Sen. Warren, Secretary Foxx/Sec Perez and Mayors calling for reauthorization and discussing joint organizing efforts

NOTE: IF WE DON'T HAVE SECRETARY FOXX WE WILL TRY AND HAVE SECRETARY OF LABOR FOR THIS

1:30pm – 2:30pm

Working Luncheon

Goals: Effectively debrief with Mayors on presser and action items moving forward

3:00pm

Adjourn

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1:30pm – 2:30pm

Working Luncheon

Goals: Effectively debrief with Mayors on presser and action items moving forward

3:00pm

Adjourn

From: [Sevillia, Max](#)
To: [Schnake-Mahl, Gabriel](#); ["Neal Kwatra"](#); [John Del Cecato](#); [Aaron Pickrell](#); [REDACTED]; [Stephanie Yazgi](#); [REDACTED]; [Wolfe, Emma](#); [Fink, Avi](#)
Cc: [Gann, Georgia](#); [McIntyre, Geraldine](#)
Subject: RE: Boston COO Memo - pls review, send edits
Date: Wednesday, March 11, 2015 3:30:24 PM
Attachments: [Boston INTERNAL Annotated Agenda.docx](#)

Per my conversation with Gabe and Avi, here is an edited agenda. Main changes include,

- Assumes that Sec Perez is attending, since we are extending an invite to him.
- Based on previous feedback from MBdB, recognizes that we can't engage a Secretary, a DOT Under-Secretary, and Sen. Warren, and dive into meaningful conversation about transportation and housing all in one morning. Instead, I propose we welcome outside speakers and address transportation in the am, then break for lunch and the press conference, and in the pm come back for the housing discussion.
- On transportation, we want the outcome to be that we support GROWING THE FUNDING PIE. This is a message that we need to push equally as hard with Ds and Rs to succeed.

I also enclosed the Commitment to Action additions and the most current list of participants.

Please send me your edits and suggestions asap so that I can engage Boston on our vision for the Summit.

Thanks,

Max

Cities of Opportunity Boston Summit

March 22, 2015

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Remarks:

MARTIN J. WALSH, Mayor of Boston

Host

Vice Chair, Cities of Opportunities Task Force

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TOM COCHRAN, CEO and Executive Director

8:30pm – 9:30 pm
roundtable

Progressive mayors pull aside / progressive taxation

Location TBD

Goals: establish record and build foundation with like-minded mayors, promote menu of action items on taxation that can be spent transpo/housing. SY/GSM working on substance with JDC guidance.

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- Landrieu – Confirmed (Scheduler April)

-

-
March 23, 2015

Omni Parker House Hotel

8:00 AM – 8:45AM

Working breakfast

Mayor Walsh introduces Secretary Perez

Remarks by Secretary Perez (invited)

Open it up for Q&A

8:45 AM – 8:50 AM

Opening remarks

Mayor Walsh to do opening remarks, and welcome mayors to Boston

8:50 AM – 10:00 AM

Federal Transportation

- Mayor de Blasio introduces DOT representative
 - MBDB has big transportation projects in the Tri State Area that are important for NYC
 - **MAX (THOROUGH NYCDOT) TO SUPPLY EXAMPLES – JDC SUGGESTS LOOKING AT GATEWAY PROJECT AS SOMETHING TO TALK ABOUT, KWATRA FLAG THIS HAS ALBANY IMPLICATIONS**
 - **MDB'S SUITE OF SBS PROJECTS AS REFERENCED IN STATE OF THE CITY**
- USDOT speaks about urgent need to pass long-term (6-year) transportation bill with increased funding. USDOT to touch on local impact of federal transportation funding, transportation as a ladder of opportunity to social and economic empowerment, and

the need to increase the federal commitment to address local and regional needs. Discuss in terms of inequality.

- We hope to have Secretary Foxx but will be game-time decision because of his health. If Foxx can't make it, we will have a proxy (likely Undersecretary) in his place.
- Open it up for Q&A
- War Room of Mayors: What we mayors can do TO GROW THE PIE– Strategic discussion about how to best involve mayors to pressure Congress to act.
 - **FLAT FUNDING WOULD BE A DISASTER FOR NYC AND OTHER MUNICIPALITIES. 6 YEAR FLAT REAUTHORIZATION IS INADEQUATE TO MEET CITY NEEDS (WOULD MEAN 13 YEARS TO ALMOST NO FUNDING GROWTH WHILE DEMANDS ON THE SYSTEM HAVE GROWN)**
 - **MBDB will be prepare to discuss strategy to support Democrats who want more money so that Caucus adopts that position, and need to seek bipartisanship/consensus for Republican Congressional leadership to act.**
 - Propose joint action by mayors to collectively lobby congress on reauthorization
 - Local days of action – call on Members of Congress to grow the pie and a long term reauthorization - generate local press
 - Easy to start by organizing letter to House and Senate and amplify with press.
 - Create opportunities for mayors to give Congressional testimony
 - Share organizing tool-kit with mayors
 - Engaging building trades locally and nationally to joint lobbying effort
 - Engaging contractors for same
 - Engaging clergy and faith-based organizations to join lobbying efforts
 - Coordinate efforts with other stakeholder organizations currently lobbying in support of the reauthorization, where messages align – other local leaders organizations, health and business community, etc.

Notes: USDOT official will underscore Mayor de Blasio's message that cities matter and mayor's voices are critical on this pressing issue for the nation. They will also talk about the Administration's GROW AMERICA transportation reauthorization proposal, his Ladders of Opportunity approach, and the , Mayors Challenge for Safer People, Safer Streets,, and local hire initiative that they're promoting.

Goals: USDOT about opportunities to use transportation investment as a tool to address inequality and engage mayors on the importance and urgency of reauthorizing the transportation bill with increased federal funding. To activate and organize mayors to influence Congress to support the transportation interests of municipalities by growing the pie.

10:00 AM – 10:45 AM

Transportation – Access to Opportunity

Mayor de Blasio to lead structured discussion around affordability and transportation– Mayors are prepped to be called on.

1. MBDB to argue to other mayors that affordability cannot be tackled by focusing on housing alone – transportation that connects middle and working class people from home to jobs is crucial
 - MBDB to highlight our Select Bus Service investments and 5 borough ferry plan and from State of the City address
 - MBDB to highlight work 2-3 other Mayors are doing with similar type projects, **Federal affairs working on research for these materials**
 - Mayor Becker of Salt Lake City ; may mention transit investments in his city and broad need for transportation options for cities across the country, from his experience as NLC President.
 - 1-2 others TBD
 - Open up for discussion

Mayor de Blasio closes

Goals: To create a sense of shared commitment to focusing local efforts on ways to address inequality and affordability through transportation improvements. Mayors will learn from each other's experiences about learn about innovative strategies that create access to opportunity, for example NYC Select Bus Service strategic investments.

10:45 AM – 11:45 AM

Remarks and Dialogue

Mayor Walsh introduces THE HONORABLE ELIZABETH WARREN

Senator Warren makes remarks

Mayor Walsh Opens it up to Q&A

11:45 AM – 12:30 PM

Lunch

Optional time for one-on-one meetings

11:45pm – 12:05pm Pull-aside with Sen. Warren

12:30 PM – 1:30 PM

Press Conference

MBDB, and Mayors calling for reauthorization and discussing joint organizing efforts

Goals: To add the important voice of mayors to the national debate around Transportation Reauthorization, and more specifically to build momentum around the critical position that Congress must GROW THE PIE to meet urgent municipal needs.

1:30 PM – 3 PM

Affordable Housing –Strategies and Resources for Ensuring Access and Equity

Mayor Walsh to lead structured discussion about keeping and building affordable housing – Mayors are prepped to be called on.

- Mayor XX; may mention YY
- Open up for discussion

Mayor de Walsh closes and announces adjournment

Note: We need to find a role for Mayor Warren who chairs USCM's Housing Task Force

Goals: *Mayor to share with other Mayors the affordable housing work we are doing in NYC and the traps we are learning to avoid*

- The investment requirement in budgets to preserve and build more affordable housing
- The sensitivity of re-zonings in local neighborhoods
- The importance of calling out gentrification and investing in legal aid and tenant protection

3 PM
Adjourn

I've included these in a draft Commitment to Action with housing and transportation added.

Transportation:

- ***Safe Streets for All:*** Commit to adopt a comprehensive policy that safeguards lives of pedestrians and bicyclists through improvements such as safety investments on the ground, enforcement policies, traffic safety education, and legislative action.
- ***Access to Opportunity:*** Improve access to jobs, schools, and community resources through supporting public transit connections in communities with limited transportation options, including low income communities, seniors, youth, and communities of color. In addition, support workforce development opportunities in these communities to create a pipeline to good transportation jobs via partnerships.

-

Housing:

- ***Make affordable housing policies work for all city residents:*** Work to broaden the range of residents who benefit from affordable housing programs to include both the lowest-income residents and middle-income workers who increasingly struggle to afford residing in our cities. For example, in conjunction with finance partners such as local and state housing finance agencies, cities can develop finance programs or mechanisms that allow for a broader range (both lower income and middle-income workers) to have access to city-supported affordable housing.
- ***Supportive housing:*** Cities should commit to creating more supportive housing for people with disabilities and histories of homelessness. Partnerships with States to fund supportive services and exploring whether Medicaid costs currently borne by the State can be reduced by investing in supportive housing. Cities can also work with their local housing authority to make a greater commitment of Section 8 vouchers available, upon turnover, to homeless families. Another locally-controlled initiative to improve housing affordability.

In support of the above efforts, we also agree to work together to achieve federal action on:

- ***Nationwide minimum wage increase:*** Support increasing the federal minimum

wage.

- ***Funding Commitments for early childhood education:*** Advocate for existing federal programs that support early childhood education.
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- ***Local Affordable Housing Trust Fund:*** Support increasing dedicated funding for the National Housing Trust Fund to directly provide communities with critical funds to build, preserve, and rehabilitate housing for those residents most in need.
- ***Federal housing support for our residents:*** Support federal funding for affordable housing in our cities, including funding for public housing authorities, Section 8 and McKinney-Vento Homeless Assistance Grants.
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MARILYN STRICKLAND	Tacoma, WA
MARTI WALSH	Boston, MA

From: Schnake-Mahl, Gabriel

Sent: Wednesday, March 11, 2015 1:14 PM

To: 'Neal Kwatra'; John Del Cecato; Aaron Pickrell [REDACTED]; Stephanie Yazgi
[REDACTED]; Wolfe, Emma; Fink, Avi; Sevilla, Max

Subject: Boston COO Memo - pls review, send edits

SUNDAY, MARCH 22

Note: MBDB will arrive in Boston during the day and have personal time with family

7:00pm – 8:30pm

Dinner (All Cities of Opportunities Summit Attendees)
Campus Center, University of Massachusetts

8:30pm – 9:30 pm

Progressive mayors pull aside / progressive taxation roundtable

Location TBD

Goals: establish record and build foundation with like-minded mayors, promote menu of action items on taxation that can be spent transpo/housing. SY/GSM working on substance with JDC guidance.

ATTENDEES:

- Walsh – Tentative
- Murray – Likely (Chris, CoS)
- Cownie – ?
- Adler – Confirmed (Barbara, Executive Assistant)
- Becker – Unlikely
- Hodges – Confirmed (CoS, John Styles)
- Landrieu – Confirmed (Scheduler, April)

MONDAY, MARCH 23

Cities of Opportunity Task Force Meeting

Omni Parker House Hotel

7:30 a.m. – 8:30 a.m.

Breakfast Available

8:30 a.m. - 10:45 a.m.

Working Session

STEPHANIE RAWLINGS-BLAKE, Mayor of Baltimore

BILL de BLASIO, Mayor of New York City
Chair, Cities of Opportunity Task Force

MARTIN J. WALSH, Mayor of Boston
Vice Chair, Cities of Opportunities Task Force

TOM COCHRAN, CEO and Executive Director

TRANSPORTATION (MBDB will lean into this and facilitate discussion)

Goals: Give path to Mayors to push for Re-Authorization, Frame Issue Around Access to Opportunity

1. Full Funding For Transportation Bill is important for Cities
 - MBDB has big transportation projects in the Tri State Area that are important for NYC
 - MAX TO SUPPLY EXAMPLES – JDC SUGGESTS LOOKING AT GATEWAY PROJECT AS SOMETHING TO TALK ABOUT, KWATRA FLAG THIS HAS ALBANY IMPLICATIONS
 - US Government expert lays out impact of reauthorization to Mayors
 - We hope to have Secretary Foxx but will be game-time decision because of his health. We are getting Assistant Secretary in his place regardless and possibly Sec of Labor to discuss jobs that come with reauthorization
2. Propose joint action by mayors to collectively lobby congress on reauthorizing
 - We recommend letter we will get signatures on that we will send to House and Senate leaders Boehner and Reid and do press on.

3. Share organizing tool-kit with mayors
 - Engaging Building Trades locally and nationally to joint lobbying effort
 - Engaging Contractors for same
 - Engaging Clergy and Organizations of Faith to join lobbying efforts
4. MBDB will ask every Mayor in room to each develop lists of members of the house and Senate they can effectively lobby, especially Republicans
5. MBDB to argue to other mayors that affordability cannot be tackled by focusing on housing alone – transportation that connects middle and working class people from home to jobs is crucial
 - MBDB to highlight our 5 boro ferry plan and Bus Rapid Transit investments from State of the City address
 - MBDB to highlight work 2-3 other Mayors are doing with similar type projects, **Federal affairs working on research for these materials**

HOUSING (to be led by Mayor Walsh)

Goal: Mayor to share with other Mayors the affordable housing work we are doing in NYC and the traps we are learning to avoid

- The investment requirement in budgets to preserve and build more affordable housing
- The sensitivity of re-zonings in local neighborhoods
- The importance of calling out gentrification and investing in legal aid and tenant protection

10:45am - 11:45am

Remarks and Dialogue
SENATOR ELIZABETH WARREN

11:45pm – 12:05pm

Pull-aside with Sen. Warren

12:15pm – 1:15pm

Press Conference – MBDB, Sen. Warren, Secretary Foxx/Sec Perez and Mayors calling for reauthorization and discussing joint organizing efforts

NOTE: IF WE DON'T HAVE SECRETARY FOXX WE WILL TRY AND HAVE SECRETARY OF LABOR FOR THIS

1:30pm – 2:30pm

Working Luncheon

Goals: Effectively debrief with Mayors on presser and action items moving forward

3:00pm

Adjourn

Cities of Opportunity Boston Summit

March 22, 2015

SUNDAY, MARCH 22

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7:00pm – 8:30pm

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Campus Center, University of Massachusetts

Remarks:

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Host

Vice Chair, Cities of Opportunities Task Force

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March 23, 2015

Omni Parker House Hotel

8:00 AM – 8:45AM

Working breakfast

Mayor Walsh introduces Secretary Perez

Remarks by Secretary Perez (invited)

Open it up for Q&A

8:45 AM – 8:50 AM

Opening remarks

Mayor Walsh to do opening remarks, and welcome mayors to Boston

8:50 AM – 10:00 AM

Federal Transportation

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- USDOT speaks about urgent need to pass long-term (6-year) transportation bill with increased funding. USDOT to touch on local impact of federal transportation funding, transportation as a ladder of opportunity to social and economic empowerment, and the need to increase the federal commitment to address local and regional needs. Discuss in terms of inequality.
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- Open it up for Q&A
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 - FLAT FUNDING WOULD BE A DISASTER FOR NYC AND OTHER MUNICIPALITIES. 6 YEAR FLAT REAUTHORIZATION IS INADEQUATE TO MEET CITY NEEDS (WOULD MEAN 13 YEARS TO ALMOST NO FUNDING GROWTH WHILE DEMANDS ON THE SYSTEM HAVE GROWN)
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 - Easy to start by organizing letter to House and Senate and amplify with press.
 - Create opportunities for mayors to give Congressional testimony
 - Share organizing tool-kit with mayors
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- Engaging contractors for same
- Engaging clergy and faith-based organizations to join lobbying efforts
- Coordinate efforts with other stakeholder organizations currently lobbying in support of the reauthorization, where messages align – other local leaders organizations, health and business community, etc.

Notes: USDOT official will underscore Mayor de Blasio's message that cities matter and mayor's voices are critical on this pressing issue for the nation. They will also talk about the Administration's GROW AMERICA transportation reauthorization proposal, his Ladders of Opportunity approach, and the , Mayors Challenge for Safer People, Safer Streets,, and local hire initiative that they're promoting.

Goals: USDOT about opportunities to use transportation investment as a tool to address inequality and engage mayors on the importance and urgency of reauthorizing the transportation bill with increased federal funding. To activate and organize mayors to influence Congress to support the transportation interests of municipalities by growing the pie.

10:00 AM – 10:45 AM

Transportation – Access to Opportunity

Mayor de Blasio to lead structured discussion around affordability and transportation– Mayors are prepped to be called on.

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 - Mayor Becker of Salt Lake City ; may mention transit investments in his city and broad need for transportation options for cities across the country, from his experience as NLC President.
 - 1-2 others TBD
 - Open up for discussion

Mayor de Blasio closes

Goals: To create a sense of shared commitment to focusing local efforts on ways to address inequality and affordability through transportation improvements. Mayors will learn from each other's experiences about learn about innovative strategies that create access to opportunity, for example NYC Select Bus Service strategic investments.

10:45 AM – 11:45 AM

Remarks and Dialogue

Mayor Walsh introduces THE HONORABLE ELIZABETH WARREN
Senator Warren makes remarks

Mayor Walsh Opens it up to Q&A

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Optional time for one-on-one meetings

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1:30 PM – 3 PM

Affordable Housing –Strategies and Resources for Ensuring Access and Equity

Mayor Walsh to lead structured discussion about keeping and building affordable housing – Mayors are prepped to be called on.

- Mayor XX; may mention YY
- Open up for discussion

Mayor de Walsh closes and announces adjournment

Note: We need to find a role for Mayor Warren who chairs USCM's Housing Task Force

Goals: *Mayor to share with other Mayors the affordable housing work we are doing in NYC and the traps we are learning to avoid*

- The investment requirement in budgets to preserve and build more affordable housing
- The sensitivity of re-zonings in local neighborhoods
- The importance of calling out gentrification and investing in legal aid and tenant protection

3 PM

Adjourn

I've included these in a draft Commitment to Action with housing and transportation added.

Transportation:

- ***Safe Streets for All:*** Commit to adopt a comprehensive policy that safeguards lives of pedestrians and bicyclists through improvements such as safety investments on the ground, enforcement policies, traffic safety education, and legislative action.

- ***Access to Opportunity:*** Improve access to jobs, schools, and community resources through supporting public transit connections in communities with limited transportation options, including low income communities, seniors, youth, and communities of color. In addition, support workforce development opportunities in these communities to create a pipeline to good transportation jobs via partnerships.

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From: [Sevillia, Max](#)
To: [Fink, Avi](#); [Schnake-Mahl, Gabriel](#); ["Neal Kwatra"](#); [John Del Cecato](#); [Aaron Pickrell](#); [REDACTED]; [Stephanie Yazgi](#); [REDACTED]; [Wolfe, Emma](#)
Cc: [Gann, Georgia](#); [McIntyre, Geraldine](#)
Subject: RE: Boston COO Memo - pls review, send edits
Date: Wednesday, March 11, 2015 4:30:00 PM

Excellent points.

- 1) We have not found an action goal for housing that is as clear as that for Transportation. We suggest we use this 1 ½ hr conversation on housing to bring attention to the need for affordable housing around the country, and build a sense of momentum around the work that some mayors are doing to turn address the problem. NYC's housing plan and initiatives are great examples to share, and other cities also have best practices. This said, we are waiting to hear from Boston about their goals. Just know, there is a lot of push and support from many participating cities re housing needs.
- 2) The Commitment to action is probably not going to be the right vehicle for identifying organizing activities. We could replicate the Count On Me document we prepared for the Immigration Summit. On the other hand, the Commitment to action has been critical to determining the four corners of the work we do as a Task Force, so that we have clear goals in mind. We suggest that we expand the Commitment to Action under the radar and without bringing too much attention to it, unlike last time.

From: Fink, Avi
Sent: Wednesday, March 11, 2015 4:15 PM
To: Sevillia, Max; Schnake-Mahl, Gabriel; 'Neal Kwatra'; John Del Cecato; Aaron Pickrell; [REDACTED]; Stephanie Yazgi; [REDACTED]; Wolfe, Emma
Cc: Gann, Georgia; McIntyre, Geraldine
Subject: RE: Boston COO Memo - pls review, send edits

Agree with these edits with just 2 concerns.

- 1) Want to make sure we have executable and clear plan for the housing portion of the work group – our goal as stated is for MBDB to share with other mayors all we've been doing on affordable housing – investments, rezonings, tenant protection – but no real organizing or action goal. Will Boston supply that goal and share it with us if they are taking lead on this portion?
- 2) Commitment to action – want to make sure that our action items aren't just adding things/names to this list, but that we pump up and highlight the organizing efforts we can run metrics and progress on regarding transpo – sign on letter to congress, unions and contractors who've taken action talking to their congressmembers, etc – stating the obvious this doesn't preclude us from expanding our commitment to

action, but that should not be our product.

From: Sevilla, Max

Sent: Wednesday, March 11, 2015 3:30 PM

To: Schnake-Mahl, Gabriel; 'Neal Kwatra'; John Del Cecato; Aaron Pickrell [REDACTED]; Stephanie Yazgi [REDACTED]; Wolfe, Emma; Fink, Avi

Cc: Gann, Georgia; McIntyre, Geraldine

Subject: RE: Boston COO Memo - pls review, send edits

Per my conversation with Gabe and Avi, here is an edited agenda. Main changes include,

- Assumes that Sec Perez is attending, since we are extending an invite to him.
- Based on previous feedback from MBdB, recognizes that we can't engage a Secretary, a DOT Under-Secretary, and Sen. Warren, and dive into meaningful conversation about transportation and housing all in one morning. Instead, I propose we welcome outside speakers and address transportation in the am, then break for lunch and the press conference, and in the pm come back for the housing discussion.
- On transportation, we want the outcome to be that we support GROWING THE FUNDING PIE. This is a message that we need to push equally as hard with Ds and Rs to succeed.

I also enclosed the Commitment to Action additions and the most current list of participants.

Please send me your edits and suggestions asap so that I can engage Boston on our vision for the Summit.

Thanks,

Max

Cities of Opportunity Boston Summit

March 22, 2015

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3 PM
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- ***Nationwide minimum wage increase:*** Support increasing the federal minimum wage.
- ***Funding Commitments for early childhood education:*** Advocate for existing federal programs that support early childhood education.
- ***Nationwide universal pre-kindergarten:*** Support expanded access to high-quality early childhood education for children across the nation.
- ***Broadband advocacy and initiative:*** Advocate for federal programs and initiatives that bolster technological innovation, and accelerate and diversify the workforce pipeline in technology for low-income individuals and people of color.
- ***Housing — Local leadership and flexibility:*** Support increasing flexibility for local governments/mayors to target resources to meet the most pressing needs. This includes supporting LIHTC income averaging to meet needs of families often left out of traditional federal housing supports, like very low income and middle income families.
- ***Local Affordable Housing Trust Fund:*** Support increasing dedicated funding for the National Housing Trust Fund to directly provide communities with critical funds to build, preserve, and rehabilitate housing for those residents most in need.
- ***Federal housing support for our residents:*** Support federal funding for affordable housing in our cities, including funding for public housing authorities, Section 8 and McKinney-Vento Homeless Assistance Grants.
- ***Transportation – Local Vision, Local Accountability:*** Support federal grant programs and policy changes that give cities and regions direct access to federal funding along with increased accountability. Decisions about transportation investments should be informed by those that know their areas the best, local leaders.
- ***National Transportation Investments:*** Advocate for growing federal transportation investments that connect people to jobs and opportunity, including increased public transportation funding in federal appropriations and surface transportation reauthorization. Invest in transit, specifically, with a focus on underserved communities.
- ***Safeguarding Lives/Nationwide Vision Zero:*** Support dedicated federal funding for Vision Zero improvements that provides resources directly to cities so they can efficiently implement needed safety improvements.

Here is the latest list of registered mayors:

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JORGE ELORZA	Providence, RI
NAN WHALEY	Dayton, OH
T.M. FRANKLIN COWNIE	Des Moines, IA
MICHAEL BRENNAN	Portland, ME
BILL FINCH	Bridgeport, CT
EDWARD MURRAY	Seattle, WA
CARLO DEMARIA	Everett, MA
DANIEL RIVERA	Lawrence, MA
KEVIN DUMAS	Attleboro, MA
BILL CARPENTER	Brockton , MA
JOSEPH SULLIVAN	Braintree, MA
STEVE ADLER	Austin, TX
BILL DE BLASIO	New York, NY
MITCHELL LANDRIEU	New Orleans, LA
DONNA HOLADAY	Newburyport, MA
RALPH BECKER	Salt Lake City, UT
MARILYN STRICKLAND	Tacoma, WA
MARTI WALSH	Boston, MA

From: Schnake-Mahl, Gabriel

Sent: Wednesday, March 11, 2015 1:14 PM

To: 'Neal Kwatra'; John Del Cecato; Aaron Pickrell [REDACTED]; Stephanie Yazgi [REDACTED] Wolfe, Emma; Fink, Avi; Sevilla, Max

Subject: Boston COO Memo - pls review, send edits

SUNDAY, MARCH 22

Note: MBDB will arrive in Boston during the day and have personal time with family

7:00pm – 8:30pm

Dinner (All Cities of Opportunities Summit Attendees)
Campus Center, University of Massachusetts

8:30pm – 9:30 pm

Progressive mayors pull aside / progressive taxation roundtable
Location TBD

Goals: establish record and build foundation with like-minded mayors, promote menu of action items on taxation that can be spent transpo/housing. SY/GSM working on substance with JDC guidance.

ATTENDEES:

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- Adler – Confirmed (Barbara, Executive Assistant)
- Becker – Unlikely
- Hodges – Confirmed (CoS, John Styles)
- Landrieu – Confirmed (Scheduler, April)

MONDAY, MARCH 23

Cities of Opportunity Task Force Meeting
Omni Parker House Hotel

7:30 a.m. – 8:30 a.m.

Breakfast Available

8:30 a.m. - 10:45 a.m.

Working Session

STEPHANIE RAWLINGS-BLAKE, Mayor of Baltimore

BILL de BLASIO, Mayor of New York City
Chair, Cities of Opportunity Task Force

MARTIN J. WALSH, Mayor of Boston
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TOM COCHRAN, CEO and Executive Director

TRANSPORTATION (MBDB will lean into this and facilitate discussion)

Goals: Give path to Mayors to push for Re-Authorization, Frame Issue Around Access to Opportunity

1. Full Funding For Transportation Bill is important for Cities
 - MBDB has big transportation projects in the Tri State Area that are important for NYC
 - MAX TO SUPPLY EXAMPLES – JDC SUGGESTS LOOKING AT GATEWAY PROJECT AS SOMETHING TO TALK ABOUT, KWATRA FLAG THIS HAS ALBANY IMPLICATIONS
 - US Government expert lays out impact of reauthorization to Mayors
 - We hope to have Secretary Foxx but will be game-time decision because of his health. We are getting Assistant Secretary in his place regardless and possibly Sec of Labor to discuss jobs that come with reauthorization

2. Propose joint action by mayors to collectively lobby congress on reauthorizing
 - We recommend letter we will get signatures on that we will send to House and Senate leaders Boehner and Reid and do press on.
3. Share organizing tool-kit with mayors
 - Engaging Building Trades locally and nationally to joint lobbying effort
 - Engaging Contractors for same
 - Engaging Clergy and Organizations of Faith to join lobbying efforts
4. MBDB will ask every Mayor in room to each develop lists of members of the house and Senate they can effectively lobby, especially Republicans
5. MBDB to argue to other mayors that affordability cannot be tackled by focusing on housing alone – transportation that connects middle and working class people from home to jobs is crucial
 - MBDB to highlight our 5 boro ferry plan and Bus Rapid Transit investments from State of the City address
 - MBDB to highlight work 2-3 other Mayors are doing with similar type projects, **Federal affairs working on research for these materials**

HOUSING (to be led by Mayor Walsh)

Goal: Mayor to share with other Mayors the affordable housing work we are doing in NYC and the traps we are learning to avoid

- The investment requirement in budgets to preserve and build more affordable housing
- The sensitivity of re-zonings in local neighborhoods
- The importance of calling out gentrification and investing in legal aid and tenant protection

10:45am - 11:45am

Remarks and Dialogue
SENATOR ELIZABETH WARREN

11:45pm – 12:05pm

Pull-aside with Sen. Warren

12:15pm – 1:15pm

Press Conference – MBDB, Sen. Warren, Secretary Foxx/Sec Perez and Mayors calling for reauthorization and discussing joint organizing efforts

NOTE: IF WE DON'T HAVE SECRETARY FOXX WE WILL TRY AND HAVE SECRETARY OF LABOR FOR THIS

1:30pm – 2:30pm

Working Luncheon

Goals: Effectively debrief with Mayors on presser and action items moving forward

3:00pm

Adjourn

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To: [Wolfe, Emma](#); [Fink, Avi](#); [Schnake-Mahl, Gabriel](#); ["Neal Kwatra"](#); [John Del Cecato](#); [Aaron Pickrell](#)
[\[REDACTED\]](#); [Stephanie Yazgi](#) [\[REDACTED\]](#)
Cc: [Gann, Georgia](#); [McIntyre, Geraldine](#)
Subject: RE: Boston COO Memo - pls review, send edits
Date: Wednesday, March 11, 2015 4:41:02 PM

Georgia will talk to Polly about it. And we would be happy to edit the call sheet to reflect this ask of Foxx.

From: Wolfe, Emma
Sent: Wednesday, March 11, 2015 4:39 PM
To: Sevillia, Max; Fink, Avi; Schnake-Mahl, Gabriel; 'Neal Kwatra'; John Del Cecato; Aaron Pickrell
[\[REDACTED\]](#); Stephanie Yazgi [\[REDACTED\]](#)
Cc: Gann, Georgia; McIntyre, Geraldine
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Foxx should help us get a secretary / star from white house to help them move their agenda on transportation if he himself can't come. That's the angle polly should work and that mayor may want to work directly with foxx to make personal appeal. Imo.

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FYI, Sec. Perez is not available to attend the Summit. Instead, DOL is offering that the Deputy Secretary participate. Maybe we ask him to join us on Sunday?

Do we want to reach out to Sec. Castro? Or Sen. Sanders or Schumer? Other ideas?

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Agree with these edits with just 2 concerns.

- 1) Want to make sure we have executable and clear plan for the housing portion of the work group – our goal as stated is for MBDB to share with other mayors all we've been doing on affordable housing – investments, rezonings, tenant protection – but no real organizing or action goal. Will Boston supply that goal and share it with us if they are taking lead on this portion?
- 2) Commitment to action – want to make sure that our action items aren't just adding

things/names to this list, but that we pump up and highlight the organizing efforts we can run metrics and progress on regarding transpo – sign on letter to congress, unions and contractors who've taken action talking to their congressmembers, etc – stating the obvious this doesn't preclude us from expanding our commitment to action, but that should not be our product.

From: Sevilla, Max
Sent: Wednesday, March 11, 2015 3:30 PM
To: Schnake-Mahl, Gabriel; 'Neal Kwatra'; John Del Cecato; Aaron Pickrell [REDACTED]; Stephanie Yazgi [REDACTED] Wolfe, Emma; Fink, Avi
Cc: Gann, Georgia; McIntyre, Geraldine
Subject: RE: Boston COO Memo - pls review, send edits

Per my conversation with Gabe and Avi, here is an edited agenda. Main changes include,

- Assumes that Sec Perez is attending, since we are extending an invite to him.
- Based on previous feedback from MBdB, recognizes that we can't engage a Secretary, a DOT Under-Secretary, and Sen. Warren, and dive into meaningful conversation about transportation and housing all in one morning. Instead, I propose we welcome outside speakers and address transportation in the am, then break for lunch and the press conference, and in the pm come back for the housing discussion.
- On transportation, we want the outcome to be that we support GROWING THE FUNDING PIE. This is a message that we need to push equally as hard with Ds and Rs to succeed.

I also enclosed the Commitment to Action additions and the most current list of participants.

Please send me your edits and suggestions asap so that I can engage Boston on our vision for the Summit.

Thanks,

Max

Cities of Opportunity Boston Summit

March 22, 2015

SUNDAY, MARCH 22

Note: MBDB will arrive in Boston during the day and have personal time with family

7:00pm – 8:30pm

Dinner (All Cities of Opportunities Summit Attendees)

Campus Center, University of Massachusetts

Remarks:

MARTIN J. WALSH, Mayor of Boston

Host

Vice Chair, Cities of Opportunities Task Force

BILL de BLASIO, Mayor of New York City
Chair, Cities of Opportunity Task Force

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TOM COCHRAN, CEO and Executive Director

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-

March 23, 2015

Omni Parker House Hotel

8:00 AM – 8:45AM

Working breakfast

Mayor Walsh introduces Secretary Perez

Remarks by Secretary Perez (invited)

Open it up for Q&A

8:45 AM – 8:50 AM

Opening remarks

Mayor Walsh to do opening remarks, and welcome mayors to Boston

8:50 AM – 10:00 AM

Federal Transportation

- Mayor de Blasio introduces DOT representative
 - MBDB has big transportation projects in the Tri State Area that are important for NYC
 - **MAX (THOROUGH NYCDOT) TO SUPPLY EXAMPLES – JDC SUGGESTS LOOKING AT GATEWAY PROJECT AS**

SOMETHING TO TALK ABOUT, KWATRA FLAG THIS HAS ALBANY IMPLICATIONS

- **MDB'S SUITE OF SBS PROJECTS AS REFERENCED IN STATE OF THE CITY**
- USDOT speaks about urgent need to pass long-term (6-year) transportation bill with increased funding. USDOT to touch on local impact of federal transportation funding, transportation as a ladder of opportunity to social and economic empowerment, and the need to increase the federal commitment to address local and regional needs. Discuss in terms of inequality.
 - We hope to have Secretary Foxx but will be game-time decision because of his health. **If Foxx can't make it, we will have a proxy (likely Undersecretary) in his place.**
- Open it up for Q&A
- War Room of Mayors: What we mayors can do TO GROW THE PIE– Strategic discussion about how to best involve mayors to pressure Congress to act.
 - **FLAT FUNDING WOULD BE A DISASTER FOR NYC AND OTHER MUNICIPALITIES. 6 YEAR FLAT REAUTHORIZATION IS INADEQUATE TO MEET CITY NEEDS (WOULD MEAN 13 YEARS TO ALMOST NO FUNDING GROWTH WHILE DEMANDS ON THE SYSTEM HAVE GROWN)**
 - **MBDB will be prepare to discuss strategy to support Democrats who want more money so that Caucus adopts that position, and need to seek bipartisanship/consensus for Republican Congressional leadership to act.**
 - Propose joint action by mayors to collectively lobby congress on reauthorization
 - Local days of action – call on Members of Congress to grow the pie and a long term reauthorization - generate local press
 - Easy to start by organizing letter to House and Senate and amplify with press.
 - Create opportunities for mayors to give Congressional testimony
 - Share organizing tool-kit with mayors
 - Engaging building trades locally and nationally to joint lobbying effort
 - Engaging contractors for same
 - Engaging clergy and faith-based organizations to join lobbying efforts
 - Coordinate efforts with other stakeholder organizations currently lobbying in support of the reauthorization, where messages align – other local leaders organizations, health and business community, etc.

Notes: USDOT official will underscore Mayor de Blasio's message that cities matter and mayor's voices are critical on this pressing issue for the nation. They will also talk about the Administration's GROW AMERICA transportation reauthorization proposal, his Ladders of Opportunity approach, and the , Mayors Challenge for Safer People, Safer Streets,, and local hire initiative that they're promoting.

Goals: USDOT about opportunities to use transportation investment as a tool to address inequality and engage mayors on the importance and urgency of reauthorizing the

transportation bill with increased federal funding. To activate and organize mayors to influence Congress to support the transportation interests of municipalities by growing the pie.

10:00 AM – 10:45 AM

Transportation – Access to Opportunity

Mayor de Blasio to lead structured discussion around affordability and transportation– Mayors are prepped to be called on.

1. MBDB to argue to other mayors that affordability cannot be tackled by focusing on housing alone – transportation that connects middle and working class people from home to jobs is crucial
 - MBDB to highlight our Select Bus Service investments and 5 borough ferry plan and from State of the City address
 - MBDB to highlight work 2-3 other Mayors are doing with similar type projects, **Federal affairs working on research for these materials**
 - Mayor Becker of Salt Lake City ; may mention transit investments in his city and broad need for transportation options for cities across the country, from his experience as NLC President.
 - 1-2 others TBD
 - Open up for discussion

Mayor de Blasio closes

Goals: To create a sense of shared commitment to focusing local efforts on ways to address inequality and affordability through transportation improvements. Mayors will learn from each other's experiences about learn about innovative strategies that create access to opportunity, for example NYC Select Bus Service strategic investments.

10:45 AM – 11:45 AM

Remarks and Dialogue

Mayor Walsh introduces THE HONORABLE ELIZABETH WARREN

Senator Warren makes remarks

Mayor Walsh Opens it up to Q&A

11:45 AM – 12:30 PM

Lunch

Optional time for one-on-one meetings

11:45pm – 12:05pm Pull-aside with Sen. Warren

12:30 PM – 1:30 PM

Press Conference

MBDB, and Mayors calling for reauthorization and discussing joint organizing efforts

Goals: To add the important voice of mayors to the national debate around Transportation Reauthorization, and more specifically to build momentum around the critical position that Congress must GROW THE PIE to meet urgent municipal needs.

1:30 PM – 3 PM

Affordable Housing –Strategies and Resources for Ensuring Access and Equity

Mayor Walsh to lead structured discussion about keeping and building affordable housing – Mayors are prepped to be called on.

- Mayor XX; may mention YY
- Open up for discussion

Mayor de Walsh closes and announces adjournment

Note: We need to find a role for Mayor Warren who chairs USCM's Housing Task Force

Goals: *Mayor to share with other Mayors the affordable housing work we are doing in NYC and the traps we are learning to avoid*

- The investment requirement in budgets to preserve and build more affordable housing
- The sensitivity of re-zonings in local neighborhoods
- The importance of calling out gentrification and investing in legal aid and tenant protection

3 PM

Adjourn

I've included these in a draft Commitment to Action with housing and transportation added.

Transportation:

- ***Safe Streets for All:*** Commit to adopt a comprehensive policy that safeguards lives of pedestrians and bicyclists through improvements such as safety investments on the ground, enforcement policies, traffic safety education, and legislative action.
- ***Access to Opportunity:*** Improve access to jobs, schools, and community resources through supporting public transit connections in communities with limited transportation options, including low income communities, seniors, youth, and communities of color. In addition, support workforce development opportunities in these communities to create a pipeline to good transportation jobs via partnerships.

-

Housing:

- ***Make affordable housing policies work for all city residents:*** Work to broaden the range of residents who benefit from affordable housing programs to include both the lowest-income residents and middle-income workers who increasingly struggle to afford residing in our cities. For example, in conjunction with finance partners such as local and state housing finance agencies, cities can develop finance programs or mechanisms that allow for a broader range (both lower income and middle-income workers) to have access to city-supported affordable housing.
- ***Supportive housing:*** Cities should commit to creating more supportive housing for people with disabilities and histories of homelessness. Partnerships with States to fund supportive services and exploring whether Medicaid costs currently borne by the

State can be reduced by investing in supportive housing. Cities can also work with their local housing authority to make a greater commitment of Section 8 vouchers available, upon turnover, to homeless families. Another locally-controlled initiative to improve housing affordability.

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[\[REDACTED\]](#); [Stephanie Yazgi](#) [\[REDACTED\]](#)
Cc: [Gann, Georgia](#); [McIntyre, Geraldine](#)
Subject: RE: Boston COO Memo - pls review, send edits
Date: Thursday, March 12, 2015 3:06:39 PM

Boston agreed with our suggestions. A few points of clarification:

- Staff will engage Mayor Walsh to make outreach calls to colleagues asking them to attend the Summit.
- They had a suggestion re press conference location (I will send under separate cover).
- If MBdB not attending Sunday panel, then they may cancel it. Mayor Walsh may choose to bring this up with MBdB. Note that this is something they worked on with Citi, who is considering awarding us a grant to help run the Task Force.
- Senior staff is engaging Mayor Walsh re Sunday night small group meeting. She suggested that MBdB mention it the next time they speak too.
- Boston is working with Sen Warren on topic of her address. They favored our suggestion that she speak about a progressive urban agenda that focuses on inequality. Also, she is in the Senate Finance committee, with jurisdiction over transportation and housing matters.
- FYI, Boston has not gotten Sen. Warren to agree to participate in the press conference.

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Agree with these edits with just 2 concerns.

- 1) Want to make sure we have executable and clear plan for the housing portion of the work group – our goal as stated is for MBDB to share with other mayors all we've been doing on affordable housing – investments, rezonings, tenant protection – but no real organizing or action goal. Will Boston supply that goal and share it with us if they are taking lead on this portion?
- 2) Commitment to action – want to make sure that our action items aren't just adding things/names to this list, but that we pump up and highlight the organizing efforts we can run metrics and progress on regarding transpo – sign on letter to congress, unions and contractors who've taken action talking to their congressmembers, etc – stating the obvious this doesn't preclude us from expanding our commitment to action, but that should not be our product.

From: Sevilla, Max
Sent: Wednesday, March 11, 2015 3:30 PM
To: Schnake-Mahl, Gabriel; 'Neal Kwatra'; John Del Cecato; Aaron Pickrell [REDACTED]; Stephanie Yazg [REDACTED]; Wolfe, Emma; Fink, Avi
Cc: Gann, Georgia; McIntyre, Geraldine
Subject: RE: Boston COO Memo - pls review, send edits

Per my conversation with Gabe and Avi, here is an edited agenda. Main changes include,

- Assumes that Sec Perez is attending, since we are extending an invite to him.
- Based on previous feedback from MBDB, recognizes that we can't engage a Secretary, a DOT Under-Secretary, and Sen. Warren, and dive into meaningful conversation about transportation and housing all in one morning. Instead, I propose we welcome outside speakers and address transportation in the am, then break for lunch and the press conference, and in the pm come back for the housing discussion.
- On transportation, we want the outcome to be that we support GROWING THE FUNDING PIE. This is a message that we need to push equally as hard with Ds and Rs to succeed.

I also enclosed the Commitment to Action additions and the most current list of participants.

Please send me your edits and suggestions asap so that I can engage Boston on our vision for the Summit.

Thanks,

Max

Cities of Opportunity Boston Summit

March 22, 2015

SUNDAY, MARCH 22

Note: MBDB will arrive in Boston during the day and have personal time with family

7:00pm – 8:30pm

Dinner (All Cities of Opportunities Summit Attendees)

Campus Center, University of Massachusetts

Remarks:

MARTIN J. WALSH, Mayor of Boston

Host

Vice Chair, Cities of Opportunities Task Force

BILL de BLASIO, Mayor of New York City

Chair, Cities of Opportunity Task Force

STEPHANIE RAWLINGS-BLAKE, Mayor of
Baltimore

TOM COCHRAN, CEO and Executive Director

8:30pm – 9:30 pm
roundtable

Progressive mayors pull aside / progressive taxation

Location TBD

Goals: establish record and build foundation with like-minded mayors, promote menu of action items on taxation that can be spent transpo/housing. SY/GSM working on substance with JDC guidance.

ATTENDEES:

- Walsh – Tentative
- Murray – Likely (Chris, CoS)
- Cownie – ?
- Adler – Confirmed (Barbara, Executive Assistant)
- Becker – Unlikely
- Hodges – Confirmed (CoS John Styles)
- Landrieu – Confirmed (Scheduler April)

March 23, 2015

Omni Parker House Hotel

8:00 AM – 8:45AM

Working breakfast

Mayor Walsh introduces Secretary Perez

Remarks by Secretary Perez (invited)

Open it up for Q&A

8:45 AM – 8:50 AM

Opening remarks

Mayor Walsh to do opening remarks, and welcome mayors to Boston

8:50 AM – 10:00 AM

Federal Transportation

- Mayor de Blasio introduces DOT representative
 - MBDB has big transportation projects in the Tri State Area that are important for NYC
 - MAX (THOROUGH NYCDOT) TO SUPPLY EXAMPLES – JDC SUGGESTS LOOKING AT GATEWAY PROJECT AS SOMETHING TO TALK ABOUT, KWATRA FLAG THIS HAS ALBANY IMPLICATIONS
 - MDB’S SUITE OF SBS PROJECTS AS REFERENCED IN STATE OF THE CITY
- USDOT speaks about urgent need to pass long-term (6-year) transportation bill with increased funding. USDOT to touch on local impact of federal transportation funding, transportation as a ladder of opportunity to social and economic empowerment, and the need to increase the federal commitment to address local and regional needs. Discuss in terms of inequality.
 - We hope to have Secretary Foxx but will be game-time decision because of his health. If Foxx can’t make it, we will have a proxy (likely Undersecretary) in his place.
- Open it up for Q&A
- War Room of Mayors: What we mayors can do TO GROW THE PIE– Strategic discussion about how to best involve mayors to pressure Congress to act.
 - FLAT FUNDING WOULD BE A DISASTER FOR NYC AND OTHER MUNICIPALITIES. 6 YEAR FLAT REAUTHORIZATION IS INADEQUATE TO MEET CITY NEEDS (WOULD MEAN 13 YEARS TO ALMOST NO FUNDING GROWTH WHILE DEMANDS ON THE SYSTEM HAVE GROWN)
 - MBDB will be prepare to discuss strategy to support Democrats who want more money so that Caucus adopts that position, and need to seek bipartisanship/consensus for Republican Congressional leadership to act.
 - Propose joint action by mayors to collectively lobby congress on reauthorization
 - Local days of action – call on Members of Congress to grow the pie and a long term reauthorization - generate local press
 - Easy to start by organizing letter to House and Senate and amplify with press.
 - Create opportunities for mayors to give Congressional

testimony

- Share organizing tool-kit with mayors
- Engaging building trades locally and nationally to joint lobbying effort
- Engaging contractors for same
- Engaging clergy and faith-based organizations to join lobbying efforts
- Coordinate efforts with other stakeholder organizations currently lobbying in support of the reauthorization, where messages align – other local leaders organizations, health and business community, etc.

Notes: USDOT official will underscore Mayor de Blasio's message that cities matter and mayor's voices are critical on this pressing issue for the nation. They will also talk about the Administration's GROW AMERICA transportation reauthorization proposal, his Ladders of Opportunity approach, and the , Mayors Challenge for Safer People, Safer Streets,, and local hire initiative that they're promoting.

Goals: USDOT about opportunities to use transportation investment as a tool to address inequality and engage mayors on the importance and urgency of reauthorizing the transportation bill with increased federal funding. To activate and organize mayors to influence Congress to support the transportation interests of municipalities by growing the pie.

10:00 AM – 10:45 AM

Transportation – Access to Opportunity

Mayor de Blasio to lead structured discussion around affordability and transportation– Mayors are prepped to be called on.

1. MBDB to argue to other mayors that affordability cannot be tackled by focusing on housing alone – transportation that connects middle and working class people from home to jobs is crucial
 - MBDB to highlight our Select Bus Service investments and 5 borough ferry plan and from State of the City address
 - MBDB to highlight work 2-3 other Mayors are doing with similar type projects, **Federal affairs working on research for these materials**
 - Mayor Becker of Salt Lake City ; may mention transit investments in his city and broad need for transportation options for cities across the country, from his experience as NLC President.
 - 1-2 others TBD
 - Open up for discussion

Mayor de Blasio closes

Goals: To create a sense of shared commitment to focusing local efforts on ways to address inequality and affordability through transportation improvements. Mayors will learn from each other's experiences about learn about innovative strategies that create access to opportunity, for example NYC Select Bus Service strategic investments.

10:45 AM – 11:45 AM

Remarks and Dialogue

Mayor Walsh introduces THE HONORABLE ELIZABETH WARREN

Senator Warren makes remarks
Mayor Walsh Opens it up to Q&A

11:45 AM – 12:30 PM

Lunch

Optional time for one-on-one meetings

11:45pm – 12:05pm Pull-aside with Sen. Warren

12:30 PM – 1:30 PM

Press Conference

MBDB, and Mayors calling for reauthorization and discussing joint organizing efforts

Goals: To add the important voice of mayors to the national debate around Transportation Reauthorization, and more specifically to build momentum around the critical position that Congress must GROW THE PIE to meet urgent municipal needs.

1:30 PM – 3 PM

Affordable Housing –Strategies and Resources for Ensuring Access and Equity

Mayor Walsh to lead structured discussion about keeping and building affordable housing – Mayors are prepped to be called on.

- Mayor XX; may mention YY
- Open up for discussion

Mayor de Walsh closes and announces adjournment

Note: We need to find a role for Mayor Warren who chairs USCM's Housing Task Force

Goals: *Mayor to share with other Mayors the affordable housing work we are doing in NYC and the traps we are learning to avoid*

- The investment requirement in budgets to preserve and build more affordable housing
- The sensitivity of re-zonings in local neighborhoods
- The importance of calling out gentrification and investing in legal aid and tenant protection

3 PM

Adjourn

I've included these in a draft Commitment to Action with housing and transportation added.

Transportation:

- ***Safe Streets for All:*** Commit to adopt a comprehensive policy that safeguards lives of pedestrians and bicyclists through improvements such as safety investments on the ground, enforcement policies, traffic safety education, and legislative action.
- ***Access to Opportunity:*** Improve access to jobs, schools, and community resources

through supporting public transit connections in communities with limited transportation options, including low income communities, seniors, youth, and communities of color. In addition, support workforce development opportunities in these communities to create a pipeline to good transportation jobs via partnerships.

Housing:

- ***Make affordable housing policies work for all city residents:*** Work to broaden the range of residents who benefit from affordable housing programs to include both the lowest-income residents and middle-income workers who increasingly struggle to afford residing in our cities. For example, in conjunction with finance partners such as local and state housing finance agencies, cities can develop finance programs or mechanisms that allow for a broader range (both lower income and middle-income workers) to have access to city-supported affordable housing.
- ***Supportive housing:*** Cities should commit to creating more supportive housing for people with disabilities and histories of homelessness. Partnerships with States to fund supportive services and exploring whether Medicaid costs currently borne by the State can be reduced by investing in supportive housing. Cities can also work with their local housing authority to make a greater commitment of Section 8 vouchers available, upon turnover, to homeless families. Another locally-controlled initiative to improve housing affordability.

In support of the above efforts, we also agree to work together to achieve federal action on:

- ***Nationwide minimum wage increase:*** Support increasing the federal minimum wage.
- ***Funding Commitments for early childhood education:*** Advocate for existing federal programs that support early childhood education.
- ***Nationwide universal pre-kindergarten:*** Support expanded access to high-quality early childhood education for children across the nation.
- ***Broadband advocacy and initiative:*** Advocate for federal programs and initiatives that bolster technological innovation, and accelerate and diversify the workforce pipeline in technology for low-income individuals and people of color.
- ***Housing — Local leadership and flexibility:*** Support increasing flexibility for local governments/mayors to target resources to meet the most pressing needs. This includes supporting LIHTC income averaging to meet needs of families often left out of traditional federal housing supports, like very low income and middle income families.
- ***Local Affordable Housing Trust Fund:*** Support increasing dedicated funding for the National Housing Trust Fund to directly provide communities with critical funds to build, preserve, and rehabilitate housing for those residents most in need.
- ***Federal housing support for our residents:*** Support federal funding for affordable housing in our cities, including funding for public housing authorities, Section 8 and McKinney-Vento Homeless Assistance Grants.
- ***Transportation – Local Vision, Local Accountability:*** Support federal grant programs and policy changes that give cities and regions direct access to federal funding along with increased accountability. Decisions about transportation investments should be informed by those that know their areas the best, local

leaders.

- ***National Transportation Investments:*** Advocate for growing federal transportation investments that connect people to jobs and opportunity, including increased public transportation funding in federal appropriations and surface transportation reauthorization. Invest in transit, specifically, with a focus on underserved communities.
- ***Safeguarding Lives/Nationwide Vision Zero:*** Support dedicated federal funding for Vision Zero improvements that provides resources directly to cities so they can efficiently implement needed safety improvements.

Here is the latest list of registered mayors:

Name	City, State
JAVIER GONZALES	Santa Fe, NM
SETTI WARREN	Newton, MA
ED PAWLOWSKI	Allentown , PA
PAUL SOGLIN	Madison, WI
STEPHANIE RAWLINGS-BLAKE	Baltimore, MD
JORGE ELORZA	Providence, RI
NAN WHALEY	Dayton, OH
T.M. FRANKLIN COWNIE	Des Moines, IA
MICHAEL BRENNAN	Portland, ME
BILL FINCH	Bridgeport, CT
EDWARD MURRAY	Seattle, WA
CARLO DEMARIA	Everett, MA
DANIEL RIVERA	Lawrence, MA
KEVIN DUMAS	Attleboro, MA
BILL CARPENTER	Brockton , MA
JOSEPH SULLIVAN	Braintree, MA
STEVE ADLER	Austin, TX
BILL DE BLASIO	New York, NY

MITCHELL LANDRIEU	New Orleans, LA
DONNA HOLADAY	Newburyport, MA
RALPH BECKER	Salt Lake City, UT
MARILYN STRICKLAND	Tacoma, WA
MARTI WALSH	Boston, MA

From: Schnake-Mahl, Gabriel

Sent: Wednesday, March 11, 2015 1:14 PM

To: 'Neal Kwatra'; John Del Cecato; Aaron Pickrell [REDACTED]; Stephanie Yazgi [REDACTED]; Wolfe, Emma; Fink, Avi; Sevilla, Max

Subject: Boston COO Memo - pls review, send edits

SUNDAY, MARCH 22

Note: MBDB will arrive in Boston during the day and have personal time with family

7:00pm – 8:30pm

Dinner (All Cities of Opportunities Summit Attendees)
Campus Center, University of Massachusetts

8:30pm – 9:30 pm

Progressive mayors pull aside / progressive taxation roundtable
Location TBD

Goals: establish record and build foundation with like-minded mayors, promote menu of action items on taxation that can be spent transpo/housing. SY/GSM working on substance with JDC guidance.

ATTENDEES:

- Walsh – Tentative
- Murray – Likely (Chris, CoS)
- Cowrie – ?
- Adler – Confirmed (Barbara, Executive Assistant)
- Becker – Unlikely
- Hodges – Confirmed (CoS, John Styles)
- Landrieu – Confirmed (Scheduler, April)

MONDAY, MARCH 23

Cities of Opportunity Task Force Meeting

Omni Parker House Hotel

7:30 a.m. – 8:30 a.m.

Breakfast Available

8:30 a.m. - 10:45 a.m.

Working Session

STEPHANIE RAWLINGS-BLAKE, Mayor of Baltimore

BILL de BLASIO, Mayor of New York City
Chair, Cities of Opportunity Task Force

MARTIN J. WALSH, Mayor of Boston
Vice Chair, Cities of Opportunities Task Force

TOM COCHRAN, CEO and Executive Director

TRANSPORTATION (MBDB will lean into this and facilitate discussion)

Goals: Give path to Mayors to push for Re-Authorization, Frame Issue Around Access to Opportunity

1. Full Funding For Transportation Bill is important for Cities
 - MBDB has big transportation projects in the Tri State Area that are important for NYC
 - MAX TO SUPPLY EXAMPLES – JDC SUGGESTS LOOKING AT GATEWAY PROJECT AS SOMETHING TO TALK ABOUT, KWATRA FLAG THIS HAS ALBANY IMPLICATIONS
 - US Government expert lays out impact of reauthorization to Mayors
 - We hope to have Secretary Foxx but will be game-time decision because of his health. We are getting Assistant Secretary in his place regardless and possibly Sec of Labor to discuss jobs that come with reauthorization
2. Propose joint action by mayors to collectively lobby congress on reauthorizing
 - We recommend letter we will get signatures on that we will send to House and Senate leaders Boehner and Reid and do press on.
3. Share organizing tool-kit with mayors
 - Engaging Building Trades locally and nationally to joint lobbying effort
 - Engaging Contractors for same
 - Engaging Clergy and Organizations of Faith to join lobbying efforts
4. MBDB will ask every Mayor in room to each develop lists of members of the house and Senate they can effectively lobby, especially Republicans
5. MBDB to argue to other mayors that affordability cannot be tackled by focusing on housing alone – transportation that connects middle and working class people from home to jobs is crucial
 - MBDB to highlight our 5 boro ferry plan and Bus Rapid Transit investments from State of the City address
 - MBDB to highlight work 2-3 other Mayors are doing with similar type projects, Federal affairs working on research for these materials

HOUSING (to be led by Mayor Walsh)

Goal: Mayor to share with other Mayors the affordable housing work we are doing in NYC and the traps we are learning to avoid

- The investment requirement in budgets to preserve and build more affordable housing
- The sensitivity of re-zonings in local neighborhoods
- The importance of calling out gentrification and investing in legal aid and tenant protection

10:45am - 11:45am

Remarks and Dialogue
SENATOR ELIZABETH WARREN

11:45pm – 12:05pm

Pull-aside with Sen. Warren

12:15pm – 1:15pm

Press Conference – MBDB, Sen. Warren, Secretary
Foxx/Sec Perez and Mayors calling for reauthorization and
discussing joint organizing efforts

NOTE: IF WE DON'T HAVE SECRETARY
FOXX WE WILL TRY AND HAVE SECRETARY OF
LABOR FOR THIS

1:30pm – 2:30pm

Working Luncheon

Goals: Effectively debrief with Mayors on presser and action items moving forward

3:00pm

Adjourn

From: [Wiley, Maya](#)
To: [John Del Cecato](#)
Subject: 15_343_output.pdf
Date: Wednesday, June 10, 2015 10:52:14 AM
Attachments: [15_343_output.pdf](#)
[ATT00001.txt](#)





CITY OF NEW YORK
CONFLICTS OF INTEREST BOARD

2 Lafayette Street, Suite 1010
New York, New York 10007
(212) 442-1400
Fax: (212) 442-1407 TDD: (212) 442-1443

June 10, 2015

Ian Bassin, Esq.
Deputy Counsel to the Mayor
The City of New York
Office of the Mayor
New York, NY 10007

Re: Conflicts of Interest Board Case No. 2015-343 (Rebecca Katz and Hayley Prim)

Dear Mr. Bassin:

This is in response to your letter, dated June 3, 2015, to the Conflicts of Interest Board (the "Board"), and other communications between your office and Board staff, requesting that the Board grant a waiver pursuant to New York City Charter Section 2604(e) to permit Rebecca Katz and Hayley Prim to appear before the Office of the Mayor (the "Office") on behalf of their prospective employer, the Campaign for One New York ("CONY"), within one year of their departure from the Office.

You advise that Ms. Prim, who joined City service in February 2014, worked for the overwhelming majority of that time as a Policy Analyst on the team of Deputy Mayor Alicia Glen and that she left City service on March 27, 2015, to take a position at Hilltop Public Solutions ("Hilltop"), a strategic communications and public affairs firm. You also advise that Ms. Katz, who joined City service on January 1, 2014, served as a Special Advisor to the Mayor until April 7, 2015, when she left City service also to take a position at Hilltop.

You further advise that Ms. Prim is proposing in coming days to terminate her employment with Hilltop and to join the staff of CONY as a full-time employee. You also advise that Ms. Katz may consider doing the same.

You advise that CONY is a 501(c)(4) not-for-profit corporation established in coordination with Mayor de Blasio for the exclusive purpose of receiving and expending private funds to provide the people of New York City with an opportunity to organize in support of the Mayor's policy agenda and to advocate on behalf of the City. You advise that CONY is a client of Hilltop and that at Hilltop Ms. Prim and Ms. Katz have been doing work for CONY. You

advise that if Ms. Prim and Ms. Katz become employees of CONY their work would include efforts to organize the follow-up to the Mayor's visit last month to Washington, D.C. where he advocated for a series of policy priorities of interest to New Yorkers, including an increase in the minimum wage, paid family leave, and additional tax revenues to support investments that would address the current inequality crisis; that, more particularly, CONY is currently engaged in time sensitive work to follow up on that visit and is working to support a day of action later this month; that to enable CONY to do so, the Mayor's Office needs to coordinate with CONY on the content of these activities to ensure accuracy and consistency in the presentation of information to the public; and that in light of CONY's very small staff (CONY has only one other full-time employee) the Office would need to communicate with Ms. Prim (and with Ms. Katz, should she determine to leave Hilltop for a full-time position at CONY).

By endorsement to your letter to the Board, Mayor de Blasio approves of a waiver for Ms. Prim and Ms. Katz to permit them to appear before the Office within one year of leaving City employment in connection with their work as employees of CONY, stating his belief that such appearances would not be in conflict with the purposes and interests of the City.

Charter Section 2604(d) contains a number of provisions -- referred to as the post-employment restrictions -- regulating the conduct of individuals who have left, or are contemplating leaving, City service.

Charter Section 2604(d)(2) provides that no former public servant shall, within a period of one year after the termination of the public servant's service with the City, appear before the agency served by the public servant. "Appear" means to make any communication, including personal appearances, telephone calls, and letters, for compensation, other than those involving ministerial matters. See Charter Section 2601(4). A "ministerial matter" means an administrative act, including the issuance of a license, permit, or other permission by the City, that is carried out in a prescribed manner and does not involve substantial personal discretion. See Charter Section 2601(15).

Charter Section 2604(d)(4) provides that no former public servant shall appear, whether paid or unpaid, before the City, or receive compensation for any services rendered, "in relation to any particular matter involving the same party or parties with respect to which particular matter such person had participated personally and substantially as a public servant through decision, approval, recommendation, investigation or other similar activities." "Particular matter" means any case, proceeding, application, request for a ruling or benefit, determination, contract limited to the duration of the contract as specified therein, investigation, charge, accusation, arrest, or other similar action that involves a specific party or parties, including actions leading up to the particular matter. See Charter Section 2601(17).

Charter Section 2604(d)(5) provides that no public servant shall, after leaving City service, disclose or use for private advantage any confidential information gained from public service that is not otherwise made available to the public.

Charter Section 2604(e) provides, however, that a public servant may hold a position or engage in conduct otherwise prohibited by Chapter 68 if the Board determines, after receiving the written approval of the head of the agency or agencies involved, that such position or conduct does not involve a conflict with the purposes and interests of the City.

In various Advisory Opinions starting with No. 91-8, the Board has made clear that Section 2604(e) would be interpreted to permit limited waivers of the post-employment restrictions, and has further stated that, in determining whether to issue a waiver of the post-employment restrictions, the Board would consider a number of factors, including, but not limited to: the relationship of the City to the public servant's prospective employer; the benefits to the City (as opposed to the public servant) if the waiver were to be granted; and the likelihood of harm to other organizations or companies similar to, or in competition with, a public servant's prospective employer, if the waiver is granted. The Board has in the past granted such waivers "sparingly, and only in exigent circumstances." See Advisory Opinion No. 94-15.

In Advisory Opinion No. 2000-2, in discussing the question of post-employment waivers, particularly for public servants leaving to work for not-for-profits that are closely associated with the City, the Board noted that under certain circumstances public/private partnerships are so significant to the welfare of the City that the City is well served to encourage former City employees to remain effectively in public service and to lend their expertise to these not-for-profits. The Board further stated that, when the City and the not-for-profits share an identity of interest, the harms that the post-employment provisions were intended to address ("to prevent public servants from exploiting public office for personal gain, subordinating the interests of the City to those of a prospective employer, or exerting undue influence on government decision-making"; Opinion No. 94-5 at 6-7) may be absent or at least negligible, and a waiver of the post-employment restrictions shall be granted accordingly.

In Advisory Opinion No. 2008-4, the Board provided further guidance for evaluating the types of relationships that will be deemed public-private partnerships, stating that, when the relationship between the prospective employer organization and the City is one of a compensated provider of goods or services – that is, as a vendor – and a customer, the Board will judge the request to waive the post-employment restrictions under the historic standard announced first in Advisory Opinion No. 91-8 and will grant such requests "sparingly." However, the Board further opined that when the prospective employer organization is a City-affiliated not-for-profit, or an organization that contributes private resources to the City in collaboration with a City agency, the prospective employer organization will more likely be deemed a "partner," and the Board will evaluate the application to waive the post-employment restrictions under the less stringent standard set forth in Advisory Opinion No. 2000-2. See Advisory Opinion No. 2008-4 at 12. Moreover, the Board further observed that the distinction between those private entities that will be viewed as partners and those that will not is not precise; that a given entity may, over time, "shift positions along the continuum;" and that, depending on the particular work the departing City employees will be doing, waivers for City employees leaving to take positions at such firms will be analyzed in light of the firm's hybrid status as both a partner and a vendor. See Advisory Opinion No. 2008-4 at 10.

Here, the Board determines that CONY is a not-for-profit organization bringing private resources to bear in an effort, coordinated with the Office of the Mayor, to support and advance Mayor de Blasio's policy agenda and is therefore a not-for-profit "partner" of the Office of the Mayor within the meaning of Advisory Opinion No. 2008-4. In light of the identity of interest between the Office and CONY in advancing the Mayor's policy agenda, because Ms. Prim's and Ms. Katz's proposed communications with the Office would help make it possible for CONY's initiative to succeed, and because none of the evils, noted above, against which the post-employment restrictions were aimed appear substantially present here, Ms. Prim's and Ms. Katz's proposed communications would not conflict with the purposes and interests of the City, and the Board thus grants the requested waiver of the one-year appearance ban of Charter Section 2604(d)(2) to permit Ms. Prim and Ms. Katz, should she too terminate her Hilltop employment to join CONY full-time, to communicate with the Office during their first post-employment year on behalf of CONY.

You are accordingly advised that, based on your representations and Mayor de Blasio's written approval, the Board has determined that it would not conflict with the purposes and interests of the City for Ms. Prim and Ms. Katz to appear before the Office as full-time employees of CONY during the first twelve months following their departure from City service, limited to their work for CONY as described above, provided that they may not, absent a further waiver granted by this Board on subsequent application, work on particular matters in which they were personally and substantially involved while a public servant and may not use for private advantage or disclose any confidential information gained from public service that is not available to the public. See Charter Sections 2604(d)(4) and (d)(5).

The advice conveyed in this letter is conditioned on the correctness and completeness of the facts supplied to us. If such facts are in any respect incorrect or incomplete, the advice we have given to you may not apply. If at any time you would like further advice based on a change of circumstances or additional information, please contact us.

Very truly yours,



Richard Briffault
Chair

Fernando Bohorquez
Anthony Crowell
Andrew Irving
Erika Thomas-Yuille

Sent from my iPhone

From: [Hagelgans, Andrea](#)
To: [B; Walzak, Phil](#); [Wolfe, Emma](#); "[jfdc@akpdmmedia.com](#)"; [FLONYC](#)
Cc: [Carey, Michael](#)
Subject: RE: Conf call
Date: Sunday, April 12, 2015 7:44:27 PM

[REDACTED]

Friends and Allies Talking Points - Hillary for America

THE CORE MESSAGE

Hillary Clinton is running because everyday Americans and their families need a champion. She can be that champion. From her start fighting for kids and families, she has done that all her life. She's arguing that the deck is still stacked for those at the top – and that while corporations are raking in record profits and CEO pay is through the roof, everyday Americans are not getting ahead. It is their time to get ahead and stay ahead.

Most Americans know that the economy has come back from the collapse but they don't feel like they are getting ahead with stagnant wages and rising costs of living. They see those at the top benefiting from the improving economy and they are ready for it to be their turn. This election will be about who they can count on going forward – who can help them get ahead and stay ahead.

Hillary's record shows she's a champion of everyday Americans and their families. Her mother's own childhood – in which she was abandoned by her parents, taught Hillary that every child deserves a champion. That's what motivated her to work on behalf of kids and families at the beginning of her career and continues to be her core motivation. Hillary's life has been about fighting for the causes she believes in. She fought special interest forces all her career. She's getting back into the fight because it's been her lifetime work.

After law school, Hillary chose not to go to a big New York or Washington law firm. Instead, she went door to door in New Bedford, Massachusetts for the Children's Defense Fund.

When the insurance companies and other special interests defeated her health care effort as First Lady, Hillary didn't give up. She worked with Republicans and Democrats to help create the Children's Health Insurance Program, which provided health coverage to more than 8 million children and cut the uninsured rate for American children in half.

After the terrorist attacks of September 11, 2001, Hillary pushed the Bush Administration for \$20 billion for recovery and to address health care for first responders who were contaminated at Ground Zero. Having grown up in a middle class family, Hillary has never forgotten where she comes from and who she's fighting for. Hillary grew up in a middle class family in Park Ridge, a suburb of Chicago, Illinois. Her dad was a World War II veteran, he owned a small business, printing drapery, he operated the press himself, and Hillary and her two brothers helped out. Voters know the country has made progress since 2009 – they don't want to go back. This election will be about who they can count on going forward. Voters don't want a complete change in direction. They know the Obama Administration has worked hard to turn around the economy and pave the way for more Americans to get back to work. The private sector has created more than 11 million jobs during the Obama administration, including hundreds of thousands of American manufacturing jobs. President Obama gave her an opportunity to be Secretary of State and stand up for Americans around the globe. She proud of that record.

THE CAMPAIGN

Hillary has made clear this campaign isn't about her, it is about the American people, and that ethos will be reflected in every facet of the campaign. That's the start of the different kind of campaign that

Hillary wants to run – one that is squarely focused on having a conversation with voters – answering their questions, asking them questions and sharing ideas.
Her first trip will be to Iowa and then she'll continue from there through other early primary and caucus states in the weeks ahead to ask questions, answer questions and share ideas.
We know she enjoys and thrives when she gets to interact directly with voters.
There will plenty of time for big rallies and high profile media interviews, but she wants to start her campaign by talking to voters one-by-one.
Hillary will work hard to earn every vote, run hard in early primary and caucus states and not take anything for granted – the primary will be competitive. There's no such thing as an "inevitable candidate" in Iowa and New Hampshire, and Hillary's plans are to run hard in each early state. She and campaign manager Robby Mook have set the tone that the campaign will always operate as if it is running from behind.
She is surrounding herself with scrappy, battle-tested operatives and advisers who work hard and run campaigns like they're 10 points behind, even if they aren't.
In Iowa, no Democratic candidate for president has ever received more than 50% of the caucus vote unless they were a sitting president, vice president, or Iowa Senator Tom Harkin.
In New Hampshire, no Democrat in a contested primary in the last 25 years has won by more than 27,000 votes or received more than 50% of the vote. Even running unopposed in 2012 as the incumbent president, President Obama received around 80% of the primary vote.
The campaign will have the resources needed to compete, but it will be built with a flat fundraising structure, a key grassroots donor base and a merit-based finance organization. Initially fundraising will be a challenge – with lower limits and a smaller list than Obama in 2011.

In 2011, the Obama campaign could raise \$35,800 donations at start because of joint fundraising agreements with the DNC. This campaign will raise \$2,700 contributions for the primary because we're focused on earning the nomination.

While Republicans are engaged in a civil war within the field of 10+ candidates who might enter their competition, every single one of them offers the same economic agenda that Americans know rob Americans of the stability they've worked so hard for with their topdown agenda that would stack the deck even more in favor of those at the top. They want to be the champions for those at the top.

THE RAMP UP

Hillary has announced and started her campaign. That begins our first phase – our "ramp up" period. It will be different than most campaigns. The campaign will focus on small events that let Hillary have a direct conversation with voters, asking questions, answering questions and sharing ideas.
This "ramp up" phase is the same organizationally as if she had an exploratory committee – time to build before getting into full swing - but without being coy about her intentions and pretending like she's still exploring.
Hillary started meeting with policy experts this fall to talk through solutions to the challenges we face. During this "ramp up" period, she'll discuss those ideas with voters and then unveil her policy prescriptions at a later date.
In May, she will outline more of her agenda and the ideas people have shared with her in a larger event that everyone can take part in.
Hillary's doing this so people across the country can be part of her kickoff speech and the campaign going forward. Her team will be building for that all month long.

From: B
Sent: Sunday, April 12, 2015 6:10 PM
To: Walzak, Phil; Hagelgans, Andrea; Wolfe, Emma; 'jfdc@akpdmedia.com'; FLONYC
Cc: Carey, Michael
Subject: Conf call

Michael, I need a call of the group addressed above anytime 7:30pm or after tonite to address MTP and

next steps over next days

From: [John Del Cecato](#)
To: B: [REDACTED]
Subject: Re: I'm 100% with Elizabeth Warren and Sherrod Brown
Date: Tuesday, April 28, 2015 2:14:30 PM

[REDACTED]

On 4/28/15, 2:06 PM, "B" <BCCD@cityhall.nyc.gov> wrote:

>
> [REDACTED]
>
>-----Original Message-----
>From: Ted Strickland
>Sender: Ted Strickland
>To: Bill de Blasio
>ReplyTo: info@tedstrickland.com
>Subject: I'm 100% with Elizabeth Warren and Sherrod Brown
>Sent: Apr 28, 2015 1:06 PM
>
>Hey Bill –
>I'm ready to help lead in the U.S. Senate.
>This weekend, Senators Sherrod Brown and Elizabeth Warren wrote a
>powerful letter to President Obama, and if I were in the U.S. Senate, I
>would stand with them 100%.
>They call on President Obama to stop keeping secrets from the American
>people and to disclose details of the proposed Trans-Pacific Partnership
>(TPP).
>The bottom line: Our leaders must fight for everyday citizens -- not for
>corporations that make deals behind closed doors.
>Yet, my opponent supports this devastating free-trade agreement that will
>ship millions of American jobs overseas, just like NAFTA did before. He
>happily rakes in cash from Wall Street and other corporate special
>interests, while Ohioans struggle to make ends meet.
>But Wall Street doesn't own this Senate seat. This is our seat, our
>Senate, our fight.
>I'm facing an important fundraising deadline at the end of this month.
>Will you contribute now to help our campaign reach our \$10,000
>fundraising goal before midnight April 30?
>If you've saved your payment information with ActBlue Express, your
>donation will go through immediately:
>Express Donate: \$10
>Express Donate: \$25
>Express Donate: \$100
>Or, donate another amount.
>We're fighting against big corporations who flood millions of dollars
>into our political system and drown any hope for hardworking Americans to
>reach the American dream.
>I'm tired of it. Americans are tired of it. It's not good enough, and
>America needs to change.
>We're all in this together, and together, we can make our government work
>for everyday Americans again. Chip in today, before the end-of-month
>deadline:
><https://secure.actblue.com/contribute/page/10KforTed>.
>Thanks for all you do,
>Ted
>
>CONTRIBUTE»

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>Strickland for Senate

>545 East Town Street

>Columbus OH 43215 United States

>

>If you believe you received this message in error or wish to no longer
>receive email from us, please unsubscribe.

From: [Gunaratna, Mahen](#)
To: [John Del Cecato](#); [Walzak, Phil](#); [Hagelgans, Andrea](#)
Subject: HRC's AFT questionnaire answers
Date: Thursday, July 16, 2015 9:34:42 AM

FYI:

<http://www.aft.org/election2016/candidate-questionnaire-hillary-rodham-clinton>

From: [John Del Cecato](#)
To: [Snyder, Thomas](#); [Geri Prado](#)
Cc: [Bassin, Ian](#); [Walzak, Phil](#); [Hinton, Karen](#); [Hagelgans, Andrea](#); [Kadushin, Peter](#)
Subject: Re: NY Post inquiry
Date: Tuesday, September 08, 2015 5:47:42 PM

Adding Geri

On Sep 8, 2015, at 5:46 PM, Snyder, Thomas <TSnyder@cityhall.nyc.gov> wrote:

[REDACTED]

From: Ian Bassin <ibassin@cityhall.nyc.gov>
Date: Tuesday, September 8, 2015 at 5:10 PM
To: "Walzak, Phil" <PWalzak@cityhall.nyc.gov>, Karen Hinton <KHinton@cityhall.nyc.gov>, Andrea Hagelgans <AHagelgans@cityhall.nyc.gov>, "Kadushin, Peter" <pkadushin@cityhall.nyc.gov>, Tom Snyder <tsnyder@cityhall.nyc.gov>
Cc: John Del Ceccato <jfdc@akpdmedia.com>
Subject: RE: NY Post inquiry

+ Tom [REDACTED]
[REDACTED]
[REDACTED]

From: Walzak, Phil
Sent: Tuesday, September 08, 2015 5:09 PM
To: Hinton, Karen; Hagelgans, Andrea; Kadushin, Peter
Cc: Bassin, Ian; John Del Cecato (jfdc@akpdmedia.com)
Subject: RE: NY Post inquiry

[REDACTED]

From: Hinton, Karen
Sent: Tuesday, September 08, 2015 5:06 PM
To: Walzak, Phil; Hagelgans, Andrea; Kadushin, Peter
Cc: Bassin, Ian
Subject: FW: NY Post inquiry

[REDACTED]

[REDACTED]

[REDACTED]

From: Rich Calder [<mailto:rcalder@nypost.com>]
Sent: Tuesday, September 08, 2015 3:36 PM
To: Hinton, Karen; dan@berlinrosen.com
Subject: NY Post inquiry

Hi Dan and Karen,

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Thanks

Rich Calder, staff reporter

New York Post

718-744-8304 (cell)

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Subject: You are cordially invited to a Film Screening on Income Inequality

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The Mayor of the City of New York
and
Robert Greenwald
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cordially invite you to a film screening on income inequality

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Whose side are you on?**

Thursday, September 10, 2015
4:30 PM

Pace University
Michael Schimmel Center for the Arts

3 Spruce Street, Manhattan

RSVP [\(212\) 788-2569](tel:2127882569) or email: event@cityhall.nyc.gov

Please RSVP by Wednesday, September 9, 2015

This invitation is non-transferable

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By Laura Nahmias

1:17 p.m. | Sep. 8, 2015

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From: [John Del Cecato](#)
To: [Walzak, Phil](#)
Cc: [Bassin, Ian](#); [Hinton, Karen](#); [Hagelgans, Andrea](#); [Kadushin, Peter](#)
Subject: Re: NY Post inquiry
Date: Tuesday, September 08, 2015 6:05:14 PM

Adding Geri, [REDACTED]

[REDACTED]

On Sep 8, 2015, at 6:03 PM, Walzak, Phil <PWalzak@cityhall.nyc.gov> wrote:

+jfdc

[REDACTED]

[REDACTED]

[REDACTED]

[Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.](#)

From: Bassin, Ian
Sent: Tuesday, September 8, 2015 5:50 PM
To: Hinton, Karen; Walzak, Phil; Hagelgans, Andrea; Kadushin, Peter
Subject: RE: NY Post inquiry

[REDACTED]

From: Hinton, Karen
Sent: Tuesday, September 08, 2015 5:49 PM
To: Walzak, Phil; Hagelgans, Andrea; Kadushin, Peter
Cc: Bassin, Ian
Subject: RE: NY Post inquiry

[REDACTED]

From: Hinton, Karen
Sent: Tuesday, September 08, 2015 5:06 PM
To: Walzak, Phil; Hagelgans, Andrea; Kadushin, Peter
Cc: Bassin, Ian
Subject: FW: NY Post inquiry

[REDACTED]

[REDACTED]

[REDACTED]

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To: [Walzak, Phil](#); [Geri Prado](#)
Cc: [Bassin, Ian](#); [Hinton, Karen](#); [Hagelgans, Andrea](#); [Kadushin, Peter](#)
Subject: Re: NY Post inquiry
Date: Tuesday, September 08, 2015 6:05:21 PM

Now actually adding Geri

On Sep 8, 2015, at 6:04 PM, John Del Cecato <jfdc@akpdmedia.com> wrote:

Adding Geri, [REDACTED]

[REDACTED]

On Sep 8, 2015, at 6:03 PM, Walzak, Phil <PWalzak@cityhall.nyc.gov> wrote:

+jfdc

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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From: Bassin, Ian
Sent: Tuesday, September 8, 2015 5:50 PM
To: Hinton, Karen; Walzak, Phil; Hagelgans, Andrea; Kadushin, Peter
Subject: RE: NY Post inquiry

[REDACTED]

From: Hinton, Karen
Sent: Tuesday, September 08, 2015 5:49 PM
To: Walzak, Phil; Hagelgans, Andrea; Kadushin, Peter
Cc: Bassin, Ian
Subject: RE: NY Post inquiry

[REDACTED]

From: Hinton, Karen

Sent: Tuesday, September 08, 2015 5:06 PM
To: Walzak, Phil; Hagelgans, Andrea; Kadushin, Peter
Cc: Bassin, Ian
Subject: FW: NY Post inquiry

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

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New York Post

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From: Walzak, Phil
Sent: Tuesday, September 8, 2015 6:02 PM
To: Bassin, Ian; Hinton, Karen; Hagelgans, Andrea; Kadushin, Peter
Cc: John Del Cecato
Subject: Re: NY Post inquiry

From: Bassin, Ian
Sent: Tuesday, September 8, 2015 5:50 PM
To: Hinton, Karen; Walzak, Phil; Hagelgans, Andrea; Kadushin, Peter
Subject: RE: NY Post inquiry

From: Hinton, Karen
Sent: Tuesday, September 08, 2015 5:49 PM
To: Walzak, Phil; Hagelgans, Andrea; Kadushin, Peter
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From: Rich Calder [<mailto:rcalder@nypost.com>]
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From: [Walzak, Phil](#)
To: [Hinton, Karen](#); [Bassin, Ian](#)
Cc: [Hagelgans, Andrea](#); [John Del Cecato \(jfdc@akpdmmedia.com\)](#); [Geri Prado](#) [REDACTED]
Subject: RE: quote
Date: Wednesday, September 09, 2015 7:45:21 PM

++

From: Hinton, Karen
Sent: Wednesday, September 09, 2015 6:56 PM
To: Bassin, Ian
Cc: Walzak, Phil; Hagelgans, Andrea
Subject: FW: quote

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

From: Rich Calder [<mailto:rcalder@nypost.com>]
Sent: Wednesday, September 09, 2015 6:53 PM
To: Hinton, Karen
Subject: Re: quote

Karen, I don't expect an answer on this tonight obviously, but how can you say no taxpayer funds are being used for this when City Hall emails and the RSVP phone line is being used? Is the political action committee sending them out?

On Tue, Sep 8, 2015 at 6:24 PM, Hinton, Karen <KHinton@cityhall.nyc.gov> wrote:
From me –

City Hall is allowed to invite guests to events where the Mayor is speaking and of interest to New Yorkers. No taxpayer funds have been used to pay for the film or the event.

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From: [John Del Cecato](#)
To: [Walzak, Phil](#)
Cc: [Hinton, Karen](#); [Bassin, Ian](#); [Hagelgans, Andrea](#); [Geri Prado](#) [REDACTED]
Subject: Re: quote
Date: Wednesday, September 09, 2015 7:52:38 PM

[REDACTED]

On Sep 9, 2015, at 7:45 PM, Walzak, Phil <PWalzak@cityhall.nyc.gov> wrote:

++

From: Hinton, Karen
Sent: Wednesday, September 09, 2015 6:56 PM
To: Bassin, Ian
Cc: Walzak, Phil; Hagelgans, Andrea
Subject: FW: quote

[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]

From: Rich Calder [<mailto:rcalder@nypost.com>]
Sent: Wednesday, September 09, 2015 6:53 PM
To: Hinton, Karen
Subject: Re: quote

Karen, I don't expect an answer on this tonight obviously, but how can you say no taxpayer funds are being used for this when City Hall emails and the RSVP phone line is being used? Is the political action committee sending them out?

On Tue, Sep 8, 2015 at 6:24 PM, Hinton, Karen <KHinton@cityhall.nyc.gov> wrote:

From me –

City Hall is allowed to invite guests to events where the Mayor is speaking and of interest to New Yorkers. No taxpayer funds have been used to pay for the film or the event.

From: Rich Calder [<mailto:rcalder@nypost.com>]
Sent: Tuesday, September 08, 2015 3:36 PM

To: Hinton, Karen; dan@berlinrosen.com
Subject: NY Post inquiry

Hi Dan and Karen,

Why is the mayor's office using a government account to promote this event considering The Progressive Agenda is paid for by Campaign For One New York?

Thanks

Rich Calder, staff reporter

New York Post

[718-744-8304](tel:718-744-8304) (cell)

----- Forwarded message -----

From: The Office of Mayor de
Blasio <event@cityhall.nyc.gov>
Date: Fri, Sep 4, 2015 at 12:28 PM
Subject: You are cordially invited to a Film Screening
on Income Inequality

Bill de Blasio
The Mayor of the City of New York
and
Robert Greenwald
Founder & President of Brave New Films

cordially invite you to a film screening on income inequality

**Hedge Fund Billionaires vs. Kindergarten Teachers:
Whose side are you on?**

Thursday, September 10, 2015
4:30 PM

Pace University
Michael Schimmel Center for the Arts
3 Spruce Street, Manhattan

RSVP [\(212\) 788-2569](tel:212-788-2569) or email: event@cityhall.nyc.gov

Please RSVP by Wednesday, September 9, 2015

This invitation is non-transferable

[De Blasio's 'Progressive Agenda' to host film screening](#)

By Laura Nahmias

1:17 p.m. | Sep. 8, 2015

The Progressive Agenda, the new organization formed by Mayor Bill de Blasio to push his platform on a national level, is [hosting its first public event](#) since the coalition's launch this spring — a screening of a documentary film by Robert Greenwald on Thursday.

De Blasio will attend the screening, one of the event's organizer's confirmed.

In addition to showing Greenwald's new documentary, entitled “Hedge Fund Billionaires vs. Kindergarten Teachers: Whose Side Are You On?” the event will feature a question-and-answer session with both the filmmaker and the mayor.

Greenwald is the founder and president of Brave New Films. His films include "Wal-Mart: The High Cost of Low Price" and "Outfoxed: Rupert Murdoch's War on Journalism."

A copy of the invitation obtained by POLITICO New York describes the event as “a film screening on income inequality.”

The Progressive Agenda was formed in May, and is funded by the Campaign For One New York, the nonprofit 501(c)4 de Blasio created to push his top agenda items, including universal pre-kindergarten and the creation of affordable housing.

The Progressive Agenda has been hosting meetings with other elected officials, mayors and civil rights leaders since its official launch, one of its organizers said. De Blasio also held a conference call with former labor secretary Robert Reich in June, calling on Hillary Clinton to oppose the Trans-Pacific Partnership trade deal.

The event's website argues for closing the carried interest tax loophole, which is one of the planks of the Progressive Agenda's platform.

“Did you know that the top 25 hedge fund managers in the United States make more than every single kindergarten teacher in the country — combined?” an invitation to the event reads.

“There are a lot of reasons that the math shakes out so unfairly, but one of them is the carried-interest loophole, a tax law that essentially gives these one-percenters a much lower tax rate than they should be paying.”

The Progressive Agenda is planning to hold a presidential forum for 2016 presidential candidates in the fall, but has not released details about who has been invited, who is attending or when the event will take place.

From: [Bassin, Ian](#)
To: [Walzak, Phil](#); [Hinton, Karen](#); ["Hayley Prim"](#); [Geri Prado](#)
Cc: [John Del Cecato](#); [Snyder, Thomas](#); [Erica Rickel](#)
Subject: RE: Final Event Details
Date: Thursday, September 10, 2015 12:46:10 PM

Agree and don't need to note for Post but just for our awareness the limit on that would be for actual political campaign committees or parties. We would not be permitted to use CH email to invite to that. But that's not what this is.

From: Walzak, Phil
Sent: Thursday, September 10, 2015 12:25 PM
To: Hinton, Karen; 'Hayley Prim'; Geri Prado
Cc: John Del Cecato; Snyder, Thomas; Erica Rickel; Bassin, Ian
Subject: RE: Final Event Details

Cool here
Makes sense

From: Hinton, Karen
Sent: Thursday, September 10, 2015 12:25 PM
To: Walzak, Phil; 'Hayley Prim'; Geri Prado
Cc: John Del Cecato; Snyder, Thomas; Erica Rickel; Bassin, Ian
Subject: RE: Final Event Details

Added Ian –

I have said to NY Post that tax dollars NOT used to pay for the film or the event. However, the Mayor is allowed to invite guests to all kinds of events, sponsored by variety of groups. Emails were used to invite individuals.

From: Walzak, Phil
Sent: Thursday, September 10, 2015 12:15 PM
To: 'Hayley Prim'; Geri Prado; Hinton, Karen
Cc: John Del Cecato; Snyder, Thomas; Erica Rickel
Subject: RE: Final Event Details

Have to square this w what we said abt CH resources being used to NYP
Obvi CH not paying for event – do emails count tho?

From: Hayley Prim [<mailto:hayley@progressiveagenda.us>]
Sent: Thursday, September 10, 2015 12:13 PM
To: Geri Prado
Cc: John Del Cecato; Walzak, Phil; Snyder, Thomas; Erica Rickel
Subject: Re: Final Event Details

Also, MOSPCE wants to re-blast the invite they sent last week to try and get more people to attend. Are you guys okay with that? I have asked them to hold for now.

Please let me know.

On Wed, Sep 9, 2015 at 6:35 PM, Geri Prado <geri@progressiveagenda.us> wrote:
Tom?

On Wed, Sep 9, 2015 at 6:29 PM, Hayley Prim <hayley@progressiveagenda.us> wrote:
Confirming that everyone has seen the slide linked below and is okay with it for tomorrow's event.

----- Forwarded message -----

From: **Regina Clemente** <regina@bravenewfilms.org>

Date: Wed, Sep 9, 2015 at 6:24 PM

Subject: Final Event Details

To: Hayley Prim <hayley@progressiveagenda.us>, "jfdc@akpdmedia.com" <jfdc@akpdmedia.com>, "Boeglin, Rosemary" <RBoeglin@cityhall.nyc.gov>, "Adams Baker, Marti" <MAdams@cityhall.nyc.gov>, "Matero, Carla" <CMatero@cityhall.nyc.gov>
Cc: "Beach, Mkada" <MBeach@cityhall.nyc.gov>, "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov>, "Salazar-Rodriguez, Prisca" <PSalazar-Rodriguez@cityhall.nyc.gov>, Robert Greenwald <robert@bravenewfilms.org>, Vanessa Baden <vanessa@bravenewfilms.org>, Tara Kelton <tara@bravenewfilms.org>

Hi all -

I was just informed that there was a group call today about the event tomorrow that I was unaware of.

Seems like there is some confusion regarding:

1. How the film is being played.

- Both Pace and the live streamers have the link.
- And Robert has a USB drive with it on it, as a back-up

2. The background slide image

- The current one that we previously sent is here:
https://www.dropbox.com/s/bhaiqqi898hwos9/BNS_HedgefundManagersVsTeachers_Slide.jpg?dl=0
- Pace and the live streamer also have this asset
- If you want it updated with hashtags, we are happy to do that. If we can get the info today, we will get you an updated version to use at the event by tomorrow AM.

I hope this clears things up!

If there is any other confusion or questions that need answering, please don't hesitate to contact me by email or on my cell at [818-239-2070](tel:818-239-2070).

Thanks for everyone's work on this!

Regina

Regina Clemente
Director of Campaigns
Brave New Films
regina@bravenewfilms.org
O: [310-204-0448](tel:310-204-0448) x.236
C: [818-239-2070](tel:818-239-2070)

--
Hayley Prim
c: [REDACTED]

--
Hayley Prim
c: [REDACTED]

From: [John Del Cecato](#)
To: [B](#)
Cc: [Geri Prado](#); [Tom Snyder](#)
Subject: Re: Ellison endorsed Bernie
Date: Monday, October 12, 2015 5:07:35 PM

Yes

> On Oct 12, 2015, at 5:04 PM, B <BCCD@cityhall.nyc.gov> wrote:

>

>

> [REDACTED] Are you saying grijalva did as well?

>

>

> Sent from my BlackBerry 10 smartphone.

> Original Message

> From: Geri Prado

> Sent: Monday, October 12, 2015 4:58 PM

> To: B

> Cc: Tom Snyder; John Del Cecato

> Subject: Ellison endorsed Bernie

>

>

> Second lawmaker post Grijalva

From: [Gunaratna, Mahen](#)
To: [B](#)
Cc: [Klein, Monica](#); [Hagelgans, Andrea](#); [Walzak, Phil](#); [Hinton, Karen](#); [Yazgi, Stephanie](#); [Wolfe, Emma](#); ["John Del Cecato"](#)
Subject: New Mayors Elected Last Night
Date: Wednesday, November 04, 2015 3:42:57 PM

Sir – There were a few hundred mayoral elections across the country last night. Here are the highlights of non-incumbents winning:

- **Houston, TX (Population: 2.2 million)** – Mayor Parker could not seek re-election due to term limits. There will be a runoff between Sylvester Turner and Bill King on December 12th.
- **Philadelphia, PA (Population: 1.5 million)** – Jimmy Kenney won on a message of income inequality, universal pre-k, community policing, etc. Mayor Nutter was term-limited.
- **Indianapolis, IN (Population: 853,000)** – Democrat Joe Hogsett won – victory speech focused on “we are one city” theme. Incumbent Republican Mayor Greg Ballard did not seek a third term.
- **Columbus, Ohio (Population: 822,000)** – City Council President Andy Ginther (campaigning on universal pre-k) defeated the local sheriff. Mayor Coleman did not seek re-election.
- **Charlotte, NC (Population: 793,000)** – Democrat Jennifer Roberts won – campaigned in part on a \$15/hour minimum wage and expanded business opportunities for MWBEs.
- **Salt Lake City (Population: 191,000)** – Incumbent Mayor Ralph Becker is losing by 4.38% to progressive Jackie Biskupski. Final results to come on Nov 17th.
- **Bridgeport, CT (Population: 147,000)** – Former Mayor Joe Ganim, who spent time in federal prison for corruption, defeated incumbent Mayor Finch in the primary and was elected last night.
- **Charleston, SC (Population: 128,000)** – Mayor Riley is retiring. There will be a runoff between John Tecklenburg and Leon Stavrinakis on Nov 17th.
- **Portland, Maine (Population: 66,000)** – Progressive Ethan Strimling unseated incumbent Mayor Michael Brennan.

Dems now control mayoralities in 27 out of the 30 largest cities in the country.

Thanks,

Mahen

--

Mahen Gunaratna

Director of Research and Media Analysis

Mayor's Press Office | City Hall

mgunaratna@cityhall.nyc.gov

(212) 676-3154 (o) | (347)-268-4295 (c)

From: [Walzak, Phil](#)
To: [B](#)
Cc: [Snyder, Thomas](#); [Arslanian, Kayla](#); [John Del Cecato](#); [Hagelgans, Andrea](#)
Subject: FYI
Date: Wednesday, November 04, 2015 11:12:14 PM

Sanders Goes After Clinton In Interview

November 4, 2015 By [Taegan Goddard](#) [7 Comments](#)

Sen. Bernie Sanders “is drawing sharper distinctions with front-runner Hillary Clinton, casting her policy reversals over the years as a character issue that voters should take into account when they evaluate the Democratic field,” the [Wall Street Journal](#) reports.

Sanders “also said the federal investigation of the security surrounding Mrs. Clinton’s private email account is appropriate.”

“Sanders’s pointed comments mark a turning point in what has been a polite Democratic contest... But the dynamics of the Democratic race are changing with the Iowa caucuses only three months away, and Mr. Sanders is now questioning Mrs. Clinton’s convictions and willingness to take on tough policy fights that await the next president.”

From: [Gunaratna, Mahen](#)
To: [Bennett, Rob](#)
Cc: [Hagelgans, Andrea](#); [Wolfe, Emma](#); [Schustek, Andrew](#); [Kadushin, Peter](#); [Fialkoff, Gabrielle](#); [Bray, Jackie](#); jfdc@akpdmedia.com; [Walzak, Phil](#); [Hinton, Karen](#); [Cahan, Aaron \(Media\)](#); [Parikh, Ishanee](#)
Subject: Re: BdB/Rahm Bet working group
Date: Saturday, October 17, 2015 6:05:57 PM

[REDACTED]

Sent from my iPhone

On Oct 17, 2015, at 5:45 PM, Bennett, Rob <RobBennett@cityhall.nyc.gov> wrote:

[REDACTED]

[REDACTED]

@GrimaldisPizza
@GunHillBrewery
@GoodShepherdNYC
@Door_NYC

From: <Hagelgans>, Andrea Hagelgans <AHagelgans@cityhall.nyc.gov>
Date: Saturday, October 17, 2015 at 5:19 PM
To: Rob Bennett <robbennett@cityhall.nyc.gov>, "Gunaratna, Mahen" <MGunaratna@cityhall.nyc.gov>
Cc: "Wolfe, Emma" <EWolfe@cityhall.nyc.gov>, "Schustek, Andrew" <aschustek@cityhall.nyc.gov>, "Kadushin, Peter" <pkadushin@cityhall.nyc.gov>, "Fialkoff, Gabrielle" <GFialkoff@cityhall.nyc.gov>, "Bray, Jackie" <JBray@cityhall.nyc.gov>, John Del Cecato <jfdc@akpdmedia.com>, "Walzak, Phil" <PWalzak@cityhall.nyc.gov>, "Hinton, Karen" <KHinton@cityhall.nyc.gov>, "Cahan, Aaron (Media)" <acahan@digital.nyc.gov>, "Parikh, Ishanee" <iparikh@cityhall.nyc.gov>
Subject: Re: BdB/Rahm Bet working group

[REDACTED]

Sent from my BlackBerry 10 smartphone.

From: Bennett, Rob
Sent: Saturday, October 17, 2015 5:17 PM
To: Gunaratna, Mahen
Cc: Wolfe, Emma; Schustek, Andrew; Kadushin, Peter; Hagelgans, Andrea; Fialkoff, Gabrielle; Bray, Jackie; jfdc@akpdmedia.com; Walzak, Phil; Hinton, Karen; Cahan, Aaron (Media); Parikh, Ishanee
Subject: Re: BdB/Rahm Bet working group

[REDACTED]

[REDACTED]

[REDACTED]

R

On Oct 17, 2015, at 5:05 PM, Gunaratna, Mahen <MGunaratna@cityhall.nyc.gov> wrote:

[REDACTED]

Sent from my iPhone

On Oct 17, 2015, at 5:04 PM, Bennett, Rob <RobBennett@cityhall.nyc.gov> wrote:

[REDACTED]
[REDACTED]

[REDACTED]

From: <Wolfe>, Emma <EWolfe@cityhall.nyc.gov>
Date: Saturday, October 17, 2015 at 5:02 PM
To: Rob Bennett <robbennett@cityhall.nyc.gov>, "Schustek, Andrew" <aschustek@cityhall.nyc.gov>
Cc: "Kadushin, Peter" <pkadushin@cityhall.nyc.gov>, Andrea Hagelgans <AHagelgans@cityhall.nyc.gov>, "Gunaratna, Mahen" <MGunaratna@cityhall.nyc.gov>, "Fialkoff, Gabrielle" <GFialkoff@cityhall.nyc.gov>, "Bray, Jackie" <JBray@cityhall.nyc.gov>, John Del Cecato <jfdc@akpdmedia.com>, "Walzak, Phil" <PWalzak@cityhall.nyc.gov>, "Hinton, Karen" <KHinton@cityhall.nyc.gov>, "Cahan, Aaron (Media)" <acahan@digital.nyc.gov>, "Parikh, Ishanee" <iparikh@cityhall.nyc.gov>
Subject: Re: BdB/Rahm Bet working group

[REDACTED]

From: Bennett, Rob
Sent: Saturday, October 17, 2015 5:01 PM
To: Schustek, Andrew
Cc: Wolfe, Emma; Kadushin, Peter; Hagelgans, Andrea; Gunaratna, Mahen; Fialkoff, Gabrielle; Bray, Jackie; jfdc@akpdmedia.com; Walzak, Phil; Hinton, Karen; Cahan, Aaron (Media); Parikh, Ishanee
Subject: Re: BdB/Rahm Bet working group

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] <https://www.goldbely.com/states/new-york>

[REDACTED] <http://www.nytimes.com/2015/04/01/dining/at-robertas-pizza-and-a-broken-partnership.html>

[REDACTED]

<http://gunhillbrewing.com/> 3227 Laconia Ave in the Bronx. [REDACTED]

[REDACTED]

From: <Schustek>, Andrew <aschustek@cityhall.nyc.gov>
Date: Saturday, October 17, 2015 at 3:36 PM
To: Rob Bennett <robbennett@cityhall.nyc.gov>
Cc: "Wolfe, Emma" <EWolfe@cityhall.nyc.gov>, "Kadushin, Peter" <pkadushin@cityhall.nyc.gov>, Andrea Hagelgans <AHagelgans@cityhall.nyc.gov>, "Gunaratna, Mahen" <MGunaratna@cityhall.nyc.gov>, "Fialkoff, Gabrielle" <GFialkoff@cityhall.nyc.gov>, "Bray, Jackie" <JBray@cityhall.nyc.gov>, John Del Cecato <jfdc@akpdmmedia.com>, "Walzak, Phil" <PWalzak@cityhall.nyc.gov>, "Hinton, Karen" <KHinton@cityhall.nyc.gov>, "Cahan, Aaron (Media)" <acahan@digital.nyc.gov>, "Parikh, Ishanee" <iparikh@cityhall.nyc.gov>
Subject: Re: BdB/Rahm Bet working group

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Rogers & Cowan

<http://www.rogersandcowan.com>

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Fax:

+1 310 854 8101

Email:

inquiries@rogersandcowan.com

Address:

Pacific Design Center
8687 Melrose Ave, 7th Floor
Los Angeles, CA 90069
USA

Mobile, please excuse typos and brevity

[REDACTED]

On Oct 17, 2015, at 2:51 PM, Bennett, Rob <RobBennett@cityhall.nyc.gov> wrote:

Thanks Emma.

[REDACTED]

[REDACTED]

[REDACTED]

R

On Oct 17, 2015, at 2:21 PM, Wolfe, Emma
<EWolfe@cityhall.nyc.gov> wrote:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

From: Bennett, Rob
Sent: Saturday, October 17, 2015 1:47 PM
To: Kadushin, Peter
Cc: Hagelgans, Andrea; Gunaratna, Mahen;
Fialkoff, Gabrielle; Bray, Jackie;
jfdc@akpdmmedia.com; Schustek, Andrew;
Walzak, Phil; Hinton, Karen; Wolfe, Emma;
Cahan, Aaron (Media)
Subject: Re: BdB/Rahm Bet working group

[REDACTED]

CLOTHES/ACCESSORIES:

Hanky Panky

Thongs: <http://www.hankypanky.com/>

Malchijah-

Hats: <https://www.facebook.com/malchijah.hats>

Satya Twena

millinery: <http://satyatwena.com/>

Tattly Tatoos: <http://tattly.com/>

FOOD:

Bronx Hot Sauce: <http://bronxhotsauce.com/>

White Moustache

Yogurt <http://thewhitemoustache.com/our-products/>

Choc. Jelly Grahams @ Russ &

Daughters: <http://shop.russanddaughters.com/store/product/477/Chocolate-Jelly-Grahams/>

DF Mavens Ice

Cream: <http://www.falfoodsworldwide.com/our-brands/>

Megpies Pop
Tarts: <https://www.facebook.com/megpiesnyc>
Liddabit Sweets
: <http://www.liddabitsweets.com/>
Mike's Hot
Honey: <http://mikeshothoney.com/>
Bagel Hole
Bagels: <http://brokelyn.com/hole-lotta-love-for-nycs-best-bagels/>
Famous Pizza places (Arturo's, DiFara, Totonno's) : [LINK](#)
Denino's
Pizza: <http://www.deninospizzeriafranchise.com/>
Mast Brothers
Chocolates: <http://mastbrothers.com/>
Brooklyn Brine
Pickles: <http://www.brooklynbrine.com/>
Ample Hills Ice
Cream: <http://www.amplehills.com/>
Steve's Ice
Cream: <http://stevesicecream.com/our-story>
Anarchy in
Jar: <http://www.anarchyinajar.com/>
Fatty
Sunday's: <https://www.fattysundays.com/about/>
Baked in
Brooklyn: <http://bakedinbrooklynny.com/products/pita-chips/>
Momofuku Cake
Balls: <http://milkbarstore.com/main/catering-and-corporate-orders/>
Mamita's Ices: <http://mamitasices.com/>
Delicioso Coco Helado
– <http://www.deliciosocohelado.com/>
Brooklyn Cookie Company
-<http://www.brooklyncookiecompany.com/>
Brooklyn Brine -
<http://www.brooklynbrine.com/>
Brooklyn Cupcake -
<http://brooklyncupcake.com/>
Brooklyn Delhi - <http://brooklyndelhi.com/>
Mixed Made - <http://mxedmade.com/>
Raaka Chocolate -
<http://www.raakachocolate.com/>
Dough Doughnuts -
<http://www.doughbrooklyn.com/>
Pipcorn -
<http://www.pipsnacks.com/> (operates out of la marqueta!)
Empire Mayonnaise -
<http://www.empiremayo.com/>
Bronx Baking Co. – (Best pretzels!) <http://www.bronxbakingco.com/>

BEVERAGES:

Other Half Brewing Co. -

<http://www.otherhalfbrewing.com/>

Grady's Cold Brew

: <http://www.gradyscoldbrew.com/>

Brooklyn Roasting

Coffee: <http://www.brooklynroasting.com/>

Coney Island

Brewery: <http://coneyislandbeer.com/>

Brooklyn Brewery -

<http://brooklynbrewery.com/>

Kings County Distillery -

<http://kingscountystillery.com/>

Gun Hill Brewery (Gold @ Great American

Beer Festival 2014, basically the Super

Bowl of beer) <http://gunhillbrewing.com/>

Singlecut Beer

Smiths: <http://www.singlecutbeer.com/>

Dyckman

Beer: <http://dyckmanbeerco.com/> AND: [Article](#)

Van Brunt Stillhouse

whiskey : <http://www.vanbruntstillhouse.com/>

Pitorro

Liquor: <http://www.portmorrisdistillery.com/spirits-1.html>

Flagship

brewery: <http://theflagshipbrewery.com/>

SI Wine: <http://siwinery.net/>

Queens

Brewery: <http://www.queensbrewery.com/>

Finback

Brewery: <http://www.finbackbrewery.com/>

Rockaway

Brewing: <http://rockawaybrewco.com/>

Big Alice

Brewing: <http://bigalicebrewing.com/>

Dona Chai - <http://www.donachai.com/>

Bronx Pop- <http://bronxpop.mfbiz.com/>

Bronx Brewery -

<http://www.thebronxbrewery.com/>

Barrow's Intense Liqueur -

<http://barrowsintense.com/>

Breuckelen Distilling -

<http://brkdistilling.com/>

New York Distilling Company -

<http://www.nydistilling.com/>

Red Hook Winery -

<https://www.redhookwinery.com/>

Rooftop Reds (not yet active but opening next month in the Navy Yard)

- <http://www.rooftopreds.com/>

Sixpoint Brewery - <http://sixpoint.com/>

Standard Spirit -

<http://www.standardspirit.com/>

Transmitter Brewing -

<http://www.transmitterbrewing.com/>

The Noble Experiment NYC

– <http://tnenyc.com/>

Brooklyn Oenology -

<http://brooklynoenology.com/>

Brooklyn Winery - <http://bkwinery.com/>

Brooklyn Gin -

<http://www.brooklyn gin.com/>

Cocktail Crate - <http://cocktailcrate.com/>

Industry City Distillery -

<http://drinkicd.com/>

Kelso Beer - <http://www.kelsobeer.com/>

Kombrewcha -

<http://www.kombrewcha.com/>

Morris Kitchen

– <http://www.morriskitchen.com/>

OTHER:

Brooklyn Slate Co.

– <http://www.brooklyn slate.com/>

Bowery Lane

Bicycles: <http://www.bowery lane bicycles.com/>

Abie Camera

Straps: <http://madeinnyc.org/abie-camera-straps/>

Lady GaGa: <http://www.ladygaga.com/>

MORE:

<http://madeinnyc.org/>

On Oct 17, 2015, at 1:37 PM, Kadushin, Peter

<pkadushin@cityhall.nyc.gov> wrote:

[REDACTED]

On Oct 17, 2015, at 1:22 PM,

Hagelgans, Andrea

<AHagelgans@cityhall.nyc.gov>

wrote:

[REDACTED]

Sent from my BlackBerry 10 smartphone.

From: Bennett, Rob

Sent: Saturday,
October 17, 2015
1:04 PM
To: Gunaratna,
Mahen
Cc: Hagelgans,
Andrea; Fialkoff,
Gabrielle; Bray,
Jackie; Kadushin,
Peter;
jfdc@akpdmedia.com;
Schustek, Andrew;
Walzak, Phil; Hinton,
Karen; Wolfe, Emma;
Cahan, Aaron (Media)
Subject: Re:
BdB/Rahm Bet
working group

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

On Oct 17, 2015, at
11:05 AM, Gunaratna,
Mahen
<MGunaratna@cityhall.nyc.gov> wrote:

Fine
here

From:
Hagelgans,
Andrea
Sent:
Saturday,
October
17,
2015
9:40 AM
To:
Bennett
, Rob;
Fialkoff,
Gabrielle
Cc:
Bray,
Jackie;
Kadushin,

Peter;
jfdc@akpdmedia.com;
Schustek,
Andrew
;
Walzak,
Phil;
Hinton,
Karen;
Wolfe,
Emma;
Gunaratna,
Mahen;
Cahan,
Aaron
(Media)
Subject: Re:
BdB/Rahm Bet
working
group

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Sent from my
BlackBerry 10
smart
phone.

From: Bennett, Rob
Sent: Saturday,
October 17, 2015
9:36 AM
To: Fialkoff, Gabrielle
Cc: Bray, Jackie;
Hagelgans, Andrea;
Kadushin, Peter;
jfdc@akpdmedia.com;
Schustek, Andrew;
Walzak, Phil; Hinton,
Karen; Wolfe, Emma;
Gunaratna, Mahen;
Cahan, Aaron (Media)
Subject: Re:
BdB/Rahm Bet
working group

[REDACTED]

[REDACTED]

On Oct
17,
2015,
at 9:31
AM,
Fialkof
f,
Gabriel
le
<GFialkoff@cityhall.nyc.gov>
wrote:

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1. The first part of the document is a list of the names of the members of the committee who have been appointed to the various sub-committees.

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[REDACTED]

1. The first part of the document is a list of names and titles, including "The Hon. Mr. Justice" and "The Hon. Mr. Justice".

1. The first part of the document is a list of names and their corresponding dates.

1. The first part of the document is a list of names and their corresponding dates of birth.

1. The first part of the document is a list of names and titles, including "The Hon. Mr. Justice" and "The Hon. Mr. Justice".

2. The second part of the document is a list of names and titles, including "The Hon. Mr. Justice" and "The Hon. Mr. Justice".

3. The third part of the document is a list of names and titles, including "The Hon. Mr. Justice" and "The Hon. Mr. Justice".

4. The fourth part of the document is a list of names and titles, including "The Hon. Mr. Justice" and "The Hon. Mr. Justice".

5. The fifth part of the document is a list of names and titles, including "The Hon. Mr. Justice" and "The Hon. Mr. Justice".

6. The sixth part of the document is a list of names and titles, including "The Hon. Mr. Justice" and "The Hon. Mr. Justice".

7. The seventh part of the document is a list of names and titles, including "The Hon. Mr. Justice" and "The Hon. Mr. Justice".

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1. The first part of the document is a list of the names of the members of the committee who have been appointed to the various sub-committees.

1. The first part of the document is a list of the names of the members of the committee who have been appointed to the various sub-committees. The names are listed in alphabetical order of the last name.



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From: Bennett, Rob
Sent: Saturday,
October 17, 2015
8:31 AM
To: Fialkoff, Gabrielle
Cc: Hagelgans,
Andrea; Kadushin,
Peter;
jfdc@akpdmedia.com;
Schustek, Andrew;
Walzak, Phil; Hinton,
Karen; Wolfe, Emma;
Gunaratna, Mahen;
Cahan, Aaron (Media)
Subject: Re:
BdB/Rahm Bet
working group

[REDACTED]

1. The first part of the document is a list of the names of the members of the committee.

2. The second part is a list of the names of the members of the committee.

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11. The eleventh part is a list of the names of the members of the committee.

12. The twelfth part is a list of the names of the members of the committee.

13. The thirteenth part is a list of the names of the members of the committee.

14. The fourteenth part is a list of the names of the members of the committee.

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10. The tenth part of the document is a list of names and titles, including "The Hon. Mr. Justice" and "The Hon. Mr. Justice".



1. The first part of the document is a list of the names of the members of the committee.

1. The first part of the document is a list of names and their corresponding dates.

2. The second part of the document is a list of names and their corresponding dates.

1. The first part of the document is a list of the names of the persons who have been appointed to the various offices of the city of New York.

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1. The first part of the document is a list of the names of the persons who have been appointed to the various offices of the city of New York.

2. The second part of the document is a list of the names of the persons who have been appointed to the various offices of the city of New York.

3. The third part of the document is a list of the names of the persons who have been appointed to the various offices of the city of New York.

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6. The sixth part of the document is a list of the names of the persons who have been appointed to the various offices of the city of New York.

7. The seventh part of the document is a list of the names of the persons who have been appointed to the various offices of the city of New York.

8. The eighth part of the document is a list of the names of the persons who have been appointed to the various offices of the city of New York.



1. The first part of the document is a list of names and titles, including "The Hon. Mr. Justice" and "The Hon. Mr. Justice".

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October 16, 2015, at 10:52 PM, Final

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Sent: Friday, October

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From:
Bennett,
Rob
Sent:
Friday,
October
16, 2015
9:11 PM
To:
Kadushin,
Peter
Cc:
Hagelgans,
Andrea;
John Del
Cecato;
Schustek,
Andrew;
Walzak,

Phil;
Hinton,
Karen;
Wolfe,
Emma;
Gunaratna,
Mahen;
Cahan,
Aaron
(Media)

Subject:

Re:
BdB/Rahm
Bet
working
group

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From:
John Del
Cecato

Sent:
Friday,
October
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To:
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Peter;
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Gunaratna,

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(Media);
Mohl, Jeff;
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From: [Bennett, Rob](#)
To: [Gunaratna, Mahen](#)
Cc: [Hagelgans, Andrea](#); [Wolfe, Emma](#); [Schustek, Andrew](#); [Kadushin, Peter](#); [Fialkoff, Gabrielle](#); [Bray, Jackie](#); [jfdc@akpdmedia.com](#); [Walzak, Phil](#); [Hinton, Karen](#); [Cahan, Aaron \(Media\)](#); [Parikh, Ishanee](#)
Subject: Re: BdB/Rahm Bet working group
Date: Saturday, October 17, 2015 6:14:16 PM

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

R

From: <Gunaratna>, Mahen <MGunaratna@cityhall.nyc.gov>
Date: Saturday, October 17, 2015 at 6:05 PM
To: Rob Bennett <robbennett@cityhall.nyc.gov>
Cc: Andrea Hagelgans <AHagelgans@cityhall.nyc.gov>, "Wolfe, Emma" <EWolfe@cityhall.nyc.gov>, "Schustek, Andrew" <aschustek@cityhall.nyc.gov>, "Kadushin, Peter" <pkadushin@cityhall.nyc.gov>, "Fialkoff, Gabrielle" <GFialkoff@cityhall.nyc.gov>, "Bray, Jackie" <JBray@cityhall.nyc.gov>, John Del Cecato <jfdc@akpdmedia.com>, "Walzak, Phil" <PWalzak@cityhall.nyc.gov>, "Hinton, Karen" <KHinton@cityhall.nyc.gov>, "Cahan, Aaron (Media)" <acahan@digital.nyc.gov>, "Parikh, Ishanee" <iparikh@cityhall.nyc.gov>
Subject: Re: BdB/Rahm Bet working group

@GrimaldisPizza
@GunHillBrewery
@GoodShepherdNYC
@Door_NYC

From: [Salazar-Rodriguez, Prisca](#)
To: [B; FLONYC](#)
Bcc: [@MiniGroup;](#) [REDACTED]; [John Del Cecato](#)
Subject: MINI SCHEDULE - Monday, October 19, 2015
Date: Sunday, October 18, 2015 8:53:26 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, October 19, 2015

WEATHER: Hi of 56. Low of 46. Sunny
ATTIRE: Business

3:30 - 4:00 TRAVEL FROM GRACIE TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

4:00 - 4:30 [REDACTED]
Location: [REDACTED]
Suite 6C

4:30 - 5:00 TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

1:00 Stop Mass Incarceration Now "Rise Up October" 50 people

FLONYC SCHEDULE

10:30 - 11:00 TOUR NEW ART WORK AT GRACIE MANSION WITH MBDB

10:30 - 1:00 [REDACTED]
1:00 - 1:30 [REDACTED]
2:00 - 5:00 HOLD [REDACTED]
5:30 - 6:45 [REDACTED]

From: [Salazar-Rodriguez, Prisca](#)
To: [B; FLONYC](#)
Bcc: [@MiniGroup](#) [REDACTED]; [John Del Cecato](#)
Subject: MINI SCHEDULE - Tuesday, October 20, 2015
Date: Monday, October 19, 2015 7:02:49 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, October 20, 2015

WEATHER: Hi of 70. Low of 54. Partly Cloudy
ATTIRE: Business

6:30 - 7:00 TRAVEL FROM GRACIE TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 A [REDACTED]
[REDACTED] [REDACTED]

9:00 - 9:30 TRAVEL FROM [REDACTED] TO CITY HALL/[REDACTED] CALL
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:00 [REDACTED] PREP
Location: City Hall, The Mayor's Office

10:00 - 10:30 [REDACTED] PREP
Location: City Hall, The Mayor's Office

10:30 - 11:00 PREP [REDACTED]
Location: City Hall, The Mayor's Office
[REDACTED]
Code: [REDACTED]

11:00 - 11:15 TRAVEL FROM CITY HALL TO 18TH STREET & 1ST AVENUE NYC
Travel Time: 15 Mins.
Car: [REDACTED]

11:15 - 12:30 STUYTOWN AVAIL (ON-TOPIC ONLY)
Location: Drop at 18th Street & 1st Avenue

12:30 - 1:00 TRAVEL FROM STUYTOWN AVAIL TO 25TH PRECINCT
Location: 120 East 119th Street, New York
Travel Time: 30 Mins.
Car: [REDACTED]

1:00 - 2:30 K2 BILL SIGNING WITH MMV, & PC (INCLUDING OFF-TOPIC)
Location: 25th Precinct, 120 East 119th Street, New York
Staff Contact: Jerika Richardson
Telephone: [REDACTED]
Press Contact: Monica Klein
Telephone: [REDACTED]

2:30 - 3:00 TRAVEL FROM 25TH PRECINCT TO 32 AVENUE OF THE AMERICAS
Car: [REDACTED]

3:00 - 3:45 IN STUDIO INTERVIEW WITH ANGIE MARTINEZ
Location: 32 Avenue of the Americas
Staff Contact: Karen Hinton
Telephone: [REDACTED]

3:45 - 4:00 TRAVEL FROM 32 AVENUE OF THE AMERICA'S TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

4:00 - 5:00 [REDACTED] MEETING WITH THE POLICE COMMISSIONER
Location: City Hall, The Blue Room

5:00 - 5:45 [REDACTED]
Location: [REDACTED]

5:45 - 6:15 TRAVEL FROM CITY HALL TO GRACIE MANSION
Travel Time: 30 Mins
Car: [REDACTED]

5:45 - 5:50 [REDACTED]
[REDACTED]
Location: [REDACTED]

6:15 - 9:00 GRACIE GALA DINNER
Location: Gracie Mansion
Staff Contact: Gabrielle Fialkoff
Telephone: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

10:00 C/M Barron "Housing Discrimination Applications" - 15 people
11:00 C/M Mealy "Court System In Brownsville" - 30 people
12:00 NY Public Libraries "Budget"

FLONYC SCHEDULE

9:00 - 12:00



1:30 - 5:00



6:15 - 9:00

GRACIE MANSION CONSERVANCY BENEFIT GALA

From: [Snyder, Thomas](#)
To: [John Del Cecato](#)
Subject: Re: meet
Date: Tuesday, October 20, 2015 11:19:23 AM

Good – we'll find a place later on.

From: John Del Ceccato <jfdc@akpdmedia.com>
Date: Tuesday, October 20, 2015 at 11:17 AM
To: Tom Snyder <tsnyder@cityhall.nyc.gov>
Subject: Re: meet

Works for me

From: "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>
Date: Tuesday, October 20, 2015 at 11:16 AM
To: John Del Cecato <jfdc@akpdmedia.com>
Subject: Re: meet

How about Lunch at Noon on Friday?

From: John Del Ceccato <jfdc@akpdmedia.com>
Date: Tuesday, October 20, 2015 at 11:11 AM
To: Tom Snyder <tsnyder@cityhall.nyc.gov>
Subject: Re: meet

I could do later this week - maybe Fri?

From: "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>
Date: Tuesday, October 20, 2015 at 9:51 AM
To: John Del Cecato <jfdc@akpdmedia.com>
Subject: meet

Do you have any time this week or next for a lunch with me? Or a post-workday drink?

From: [Hagelgans, Andrea](#)
To: [Salazar-Rodriguez, Prisca](#); "Hayley Prim"
Cc: [Geri Prado](#); [Walzak, Phil](#); [Snyder, Thomas](#); [Wolfe, Emma](#); [John Del Cecato](#)
Subject: RE: Video for Local Progress Conference in LA
Date: Tuesday, October 20, 2015 2:20:26 PM

[REDACTED]
[REDACTED]

From: Salazar-Rodriguez, Prisca
Sent: Tuesday, October 20, 2015 1:59 PM
To: 'Hayley Prim'
Cc: Hagelgans, Andrea; Geri Prado; Walzak, Phil; Snyder, Thomas; Wolfe, Emma; John Del Cecato
Subject: RE: Video for Local Progress Conference in LA

Can do video Thursday at 530 – [REDACTED]
[REDACTED]
[REDACTED]

From: Hayley Prim [<mailto:hayley@progressiveagenda.us>]
Sent: Tuesday, October 20, 2015 1:48 PM
To: Salazar-Rodriguez, Prisca
Cc: Hagelgans, Andrea; Geri Prado; Walzak, Phil; Snyder, Thomas; Wolfe, Emma; John Del Cecato
Subject: Re: Video for Local Progress Conference in LA

Do we have time blocked off on schedule to tape this? [REDACTED]
[REDACTED]

On Mon, Oct 19, 2015 at 2:18 PM, Hayley Prim <hayley@progressiveagenda.us> wrote:
Have to get it to them by Friday.

On Mon, Oct 19, 2015 at 12:52 PM, Salazar-Rodriguez, Prisca <PSalazar-Rodriguez@cityhall.nyc.gov> wrote:
[REDACTED]

From: Hayley Prim [<mailto:hayley@progressiveagenda.us>]
Sent: Monday, October 19, 2015 12:07 PM
To: Salazar-Rodriguez, Prisca
Cc: Hagelgans, Andrea; Geri Prado; Walzak, Phil; Snyder, Thomas; Wolfe, Emma; John Del Cecato

Subject: Re: Video for Local Progress Conference in LA

It has to be done this week-- their conference is on Monday. I can find out the latest they would need it by and get back to you.

On Mon, Oct 19, 2015 at 12:05 PM, Salazar-Rodriguez, Prisca <PSalazar-Rodriguez@cityhall.nyc.gov> wrote:
[REDACTED]

This week doesn't look good –

What is the absolute latest to get this done?

[REDACTED]

From: Hayley Prim [mailto:hayley@progressiveagenda.us]
Sent: Friday, October 16, 2015 9:30 AM
To: Hagelgans, Andrea
Cc: Geri Prado; Walzak, Phil; Snyder, Thomas; Wolfe, Emma; John Del Cecato; Salazar-Rodriguez, Prisca

Subject: Re: Video for Local Progress Conference in LA

Tom/Prisca-- Can we lock in a time to do this early next week?

[REDACTED]

Only needs to be ~5 minutes

On Thu, Oct 15, 2015 at 4:36 PM, Hagelgans, Andrea <AHagelgans@cityhall.nyc.gov> wrote:
Front office will need to see about time.

[REDACTED]

From: Hayley Prim [mailto:hayley@progressiveagenda.us]
Sent: Thursday, October 15, 2015 4:35 PM
To: Geri Prado
Cc: Hagelgans, Andrea; Walzak, Phil; Snyder, Thomas; Wolfe, Emma; John Del Cecato
Subject: Re: Video for Local Progress Conference in LA

[REDACTED]

[REDACTED]

On Wed, Oct 7, 2015 at 5:53 PM, Geri Prado <geri@progressiveagenda.us> wrote:

[REDACTED]

On Oct 7, 2015, at 5:40 PM, Hayley Prim <hayley@progressiveagenda.us> wrote:

[REDACTED]

On Wed, Sep 30, 2015 at 9:53 AM, Hayley Prim
<hayley@progressiveagenda.us> wrote:

[REDACTED]

[REDACTED]

On Wed, Sep 30, 2015 at 9:15 AM, Hagelgans, Andrea
<AHagelgans@cityhall.nyc.gov> wrote:

[REDACTED]

From: Hayley Prim [mailto:hayley@progressiveagenda.us]
Sent: Wednesday, September 30, 2015 9:11 AM
To: Walzak, Phil; Hagelgans, Andrea; Snyder, Thomas; Wolfe, Emma
Cc: Geri Prado; John Del Cecato
Subject: Video for Local Progress Conference in LA

Hey guys-- Center for Popular Democracy is hosting a local progress event in LA at the end of October, linked here: <http://localprogress.org/event/2015-national-convening-in-los-angeles-october-26-27/>

They are asking if the Mayor will consider filming a video they can show at the conference. [REDACTED]

[REDACTED]

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Hayley Prim
Political Director
The Progressive Agenda Committee
c: [REDACTED]

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Political Director
The Progressive Agenda Committee
c: [REDACTED]

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Political Director
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c: [REDACTED]

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Hayley Prim
Political Director
The Progressive Agenda Committee
c: [REDACTED]

From: [Gunaratna, Mahen](#)
To: jfdc@akpdmmedia.com; geri@progressiveagenda.us
Subject: FW: WSJ: Economist Raj Chetty's Proposals on Inequality Draw Interest on Both Sides of the Political Aisle
Date: Wednesday, October 21, 2015 9:15:55 AM

From: Clips
Sent: Wednesday, October 21, 2015 8:44 AM
Subject: WSJ: Economist Raj Chetty's Proposals on Inequality Draw Interest on Both Sides of the Political Aisle

Economist Raj Chetty's Proposals on Inequality Draw Interest on Both Sides of the Political Aisle

WSJ - Bob Davis

<http://www.wsj.com/articles/economist-raj-chettys-proposals-on-inequality-draw-interest-on-both-sides-of-the-political-aisle-1445383469?mod=e2tw>

In a presidential campaign where candidates from both parties are blaming globalization for a shrinking middle class, a 36-year-old India-born economist has a different explanation: Bad neighborhoods and bad teachers rob poor children of the chance to climb into the middle class.

His solution? Help the children and their families move to better neighborhoods.

What makes Harvard University's Raj Chetty notable isn't just his views, but his reach. He has advised Republican and Democrats alike, including former Florida Gov. Jeb Bush, former Secretary of State Hillary Clinton and the Obama White House. In a political year marked by anger and strong partisanship, his research could help smooth some of the hard edges of the income-inequality debate running through the 2016 presidential campaign.

His research finds that upward mobility depends on government policies, a position common among Democrats, as well as on neighborhood churches and two-parent families, as Republicans contend.

"Chetty's work challenges preconceived notions on both sides" of the political divide, says Avik Roy, a senior fellow at the conservative Manhattan Institute who advises Republican campaigns.

Policy advisers say they expect to roll out proposals bearing his imprint as the campaign unfolds. Mrs. Clinton is examining his research into housing vouchers as she crafts domestic policies. Mr. Bush is figuring out how to strengthen neighborhoods as a way to boost mobility. The White House has drawn on his work in setting housing policy.

That makes Mr. Chetty one of the few people affecting both sides in the presidential debate. He brings to the task formidable credentials: Harvard PhD at age 23; university tenure at 27; and a MacArthur "genius grant" at 33, the same age he won the John Bates Clark medal for best American economist under the age of 40. He says he was drawn to mobility as a subject, in part, because of what he saw as the vast differences in opportunity between the U.S. and his native India, which he left at age nine.

“He’s the closest thing I have ever seen to a real live Mr. Spock, half Vulcan, half human,” said Harvard economist Lawrence Katz, a former Clinton administration economist, who has known Mr. Chetty since he was a Harvard undergraduate. “He knows where to look to find the right data and what to do to answer the most important questions with it. But unlike many technical economists, he’s concerned with real people and the disadvantaged.”

Responds Mr. Chetty: “I consider that a compliment.” He says he won’t register to vote because he thinks that could bias his “laboratory science” approach to economic research.

Mr. Chetty and the economists he works with tackle problems that seem intractable, and offer hopeful prescriptions. Consider economic inequality—the income spread between rich, middle-class and poor. Mr. Chetty addresses the issue indirectly. He examines income mobility, which he defines as the ability to rise from the lowest 20th percentile of income distribution to the top 80th percentile in one generation. Climbing that ladder is more important than ever, he says, because the distance between the economic classes is greater than in the past

By analyzing tax records of families in 741 geographic districts, he pinpoints hotbeds of opportunity. Poorer children in Salt Lake City, for example, are twice as likely to reach the top fifth in income as those in Atlanta, though personal income in the cities is about the same.

High-mobility metro areas have a combination of greater economic and racial integration, better schools and a smaller fraction of single-parent families than lower-mobility areas. Integration is lagging in Atlanta, he said. “The strongest predictors of upward mobility are measures of family structure,” Mr. Chetty said.

His proposal: move poor children to high-mobility communities and remove the impediments to mobility in poor-performing neighborhoods. He now is working with the Obama administration on ways to encourage landlords in higher-opportunity neighborhoods to take in poor families by paying landlords more or guaranteeing rent payment.

“The view that we’ll fix the American dream at the national level is probably not the right way to look at the problem,” he said. “What needs to be fixed in Salt Lake City is very different from what needs to be fixed in Cleveland or Atlanta.”

His biggest fight has come with the education establishment. He found that teachers who are able to lift the test scores of young students have a profound effect on the students’ future earnings. But many teachers object to being evaluated by test scores.

“The unintended consequence of Chetty’s work is a tremendous demoralization of teachers,” said New York University educational historian Diane Ravitch. “It makes test scores not a measure of education but a goal of education.”

Mr. Chetty said that wasn’t his intention, but the controversy has made it unlikely that teacher-union allies, such as Mrs. Clinton, will embrace that part of his work.

He has met at least twice with Mrs. Clinton, and says he has advised her campaign on

designing a housing voucher program to help poor families with younger children move to higher-mobility towns. Young children who make such moves, Mr. Chetty's research finds, are more likely to attend college and earn more later on. Their teenaged siblings, on the other hand, sometimes lose ground.

But relatively few poor families will move. The more significant policy question, Mr. Chetty says, is how to improve low-mobility areas, and there his research is still in its early stages.

At the Obama White House, a Chetty presentation at the Council of Economic Advisers drew an overflow crowd of 50 officials in June. The administration is working a mentorship program to provide role models for kids in low-mobility areas, influenced by Mr. Chetty's finding that family structure boosts mobility.

The Bush campaign wants to figure out how to increase the number of traditional families and community organizations, which Mr. Chetty's work identifies as mainstays of high-mobility neighborhoods.

During a 90-minute conversation this spring with Mr. Bush, Mr. Chetty said he explained his findings but acknowledged he didn't have a good idea about how government could help create "social cohesion." He says he is exploring that question with his students and colleagues, and will move to Stanford University in December where he can fund more research teams and have greater access to Silicon Valley thinking on the subject.

"Jeb Bush and Hillary Clinton focused on different parts of the presentation [on social mobility]," Mr. Chetty said. "But they were asking the right questions and trying to figure out what works as opposed to having strong preconceptions." Mr. Bush's campaign confirms the meeting with Mr. Chetty, but didn't offer details. Mrs. Clinton said in March Mr. Chetty's work "really wakes us up to what we are facing."

From: [Salazar-Rodriguez, Prisca](#)
To: "Hayley Prim"
Cc: [John Del Cecato](#); [Hagelgans, Andrea](#); [Jon Fromowitz](#); [Geri Prado](#); [Walzak, Phil](#); [Snyder, Thomas](#); [Wolfe, Emma](#)
Subject: RE: Video for Local Progress Conference in LA
Date: Wednesday, October 21, 2015 2:35:39 PM

[REDACTED]

From: Hayley Prim [mailto:hayley@progressiveagenda.us]
Sent: Wednesday, October 21, 2015 2:35 PM
To: Salazar-Rodriguez, Prisca
Cc: John Del Cecato; Hagelgans, Andrea; Jon Fromowitz; Geri Prado; Walzak, Phil; Snyder, Thomas; Wolfe, Emma
Subject: Re: Video for Local Progress Conference in LA

[REDACTED]

On Wed, Oct 21, 2015 at 2:34 PM, Salazar-Rodriguez, Prisca <PSalazar-Rodriguez@cityhall.nyc.gov> wrote:

[REDACTED]

From: John Del Cecato [mailto:jfdc@akpdmmedia.com]
Sent: Tuesday, October 20, 2015 6:21 PM
To: Hagelgans, Andrea; 'Hayley Prim'; Salazar-Rodriguez, Prisca; Jon Fromowitz
Cc: Geri Prado; Walzak, Phil; Snyder, Thomas; Wolfe, Emma
Subject: Re: Video for Local Progress Conference in LA

Adding Fromo

From: "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov>
Date: Tuesday, October 20, 2015 at 6:01 PM
To: Hayley Prim <hayley@progressiveagenda.us>, "Salazar-Rodriguez, Prisca" <PSalazar-Rodriguez@cityhall.nyc.gov>
Cc: Geri Prado <geri@progressiveagenda.us>, "Walzak, Phil" <PWalzak@cityhall.nyc.gov>, "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>, "Wolfe, Emma" <EWolfe@cityhall.nyc.gov>, John Del Cecato <jfdc@akpdmmedia.com>
Subject: RE: Video for Local Progress Conference in LA

[REDACTED]

From: Hayley Prim [mailto:hayley@progressiveagenda.us]
Sent: Tuesday, October 20, 2015 1:48 PM
To: Salazar-Rodriguez, Prisca
Cc: Hagelgans, Andrea; Geri Prado; Walzak, Phil; Snyder, Thomas; Wolfe, Emma; John Del Cecato
Subject: Re: Video for Local Progress Conference in LA

Do we have time blocked off on schedule to tape this? [REDACTED]

On Mon, Oct 19, 2015 at 2:18 PM, Hayley Prim <hayley@progressiveagenda.us> wrote:
Have to get it to them by Friday.

On Mon, Oct 19, 2015 at 12:52 PM, Salazar-Rodriguez, Prisca <PSalazar-Rodriguez@cityhall.nyc.gov> wrote:
Please find out and let me know

From: Hayley Prim [mailto:hayley@progressiveagenda.us]
Sent: Monday, October 19, 2015 12:07 PM
To: Salazar-Rodriguez, Prisca
Cc: Hagelgans, Andrea; Geri Prado; Walzak, Phil; Snyder, Thomas; Wolfe, Emma; John Del Cecato
Subject: Re: Video for Local Progress Conference in LA

It has to be done this week-- their conference is on Monday. I can find out the latest they would need it by and get back to you.

On Mon, Oct 19, 2015 at 12:05 PM, Salazar-Rodriguez, Prisca <PSalazar-Rodriguez@cityhall.nyc.gov> wrote:

[REDACTED]
This week doesn't look good –
What is the absolute latest to get this done?
[REDACTED]

From: Hayley Prim [mailto:hayley@progressiveagenda.us]
Sent: Friday, October 16, 2015 9:30 AM
To: Hagelgans, Andrea
Cc: Geri Prado; Walzak, Phil; Snyder, Thomas; Wolfe, Emma; John Del Cecato; Salazar-Rodriguez, Prisca

Subject: Re: Video for Local Progress Conference in LA

Tom/Prisca-- Can we lock in a time to do this early next week?

[REDACTED]
Only needs to be ~5 minutes

On Thu, Oct 15, 2015 at 4:36 PM, Hagelgans, Andrea <AHagelgans@cityhall.nyc.gov> wrote:
Front office will need to see about time.
[REDACTED]

From: Hayley Prim [mailto:hayley@progressiveagenda.us]
Sent: Thursday, October 15, 2015 4:35 PM
To: Geri Prado
Cc: Hagelgans, Andrea; Walzak, Phil; Snyder, Thomas; Wolfe, Emma; John Del Cecato
Subject: Re: Video for Local Progress Conference in LA

[REDACTED]

Thanks,
Hayley

On Wed, Oct 7, 2015 at 5:53 PM, Geri Prado <geri@progressiveagenda.us> wrote:

[REDACTED]

On Oct 7, 2015, at 5:40 PM, Hayley Prim <hayley@progressiveagenda.us> wrote:

[REDACTED]

On Wed, Sep 30, 2015 at 9:53 AM, Hayley Prim <hayley@progressiveagenda.us> wrote:

[REDACTED]

On Wed, Sep 30, 2015 at 9:15 AM, Hagelgans, Andrea <AHagelgans@cityhall.nyc.gov> wrote:

[REDACTED]

From: Hayley Prim [mailto:hayley@progressiveagenda.us]
Sent: Wednesday, September 30, 2015 9:11 AM
To: Walzak, Phil; Hagelgans, Andrea; Snyder, Thomas; Wolfe, Emma
Cc: Geri Prado; John Del Cecato
Subject: Video for Local Progress Conference in LA

Hey guys-- Center for Popular Democracy is hosting a local progress event in LA at the end of October, linked here: <http://localprogress.org/event/2015-national-convening-in-los-angeles-october-26-27/>

They are asking if the Mayor will consider filming a video they can show at the conference. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

--

Hayley Prim
Political Director
The Progressive Agenda Committee
c: [REDACTED]

--

Hayley Prim
Political Director
The Progressive Agenda Committee
c: [REDACTED]

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Hayley Prim
Political Director
The Progressive Agenda Committee
c: [REDACTED]

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Hayley Prim
Political Director
The Progressive Agenda Committee
c: [REDACTED]

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Hayley Prim
Political Director
The Progressive Agenda Committee
c: [REDACTED]

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Hayley Prim
Political Director

The Progressive Agenda Committee

c: [REDACTED]

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Hayley Prim

Political Director

The Progressive Agenda Committee

c: [REDACTED]

--

Hayley Prim

Political Director

The Progressive Agenda Committee

c: [REDACTED]

--

Hayley Prim

Political Director

The Progressive Agenda Committee

c: [REDACTED]

From: [Gunaratna Mahen](#)
To: "John Del Cecato"; geri@progressiveagenda.us
Subject: RE: Mayor Miner in Syracuse
Date: Wednesday, October 21, 2015 5:51:31 PM

[REDACTED]

[REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Wednesday, October 21, 2015 5:50 PM
To: Gunaratna, Mahen; geri@progressiveagenda.us
Subject: Re: Mayor Miner in Syracuse

[REDACTED]

[REDACTED]

From: "Gunaratna, Mahen" <MGunaratna@cityhall.nyc.gov>
Date: Wednesday, October 21, 2015 at 5:46 PM
To: John Del Cecato <jfdc@akpdmedia.com>, "geri@progressiveagenda.us" <geri@progressiveagenda.us>
Subject: RE: Mayor Miner in Syracuse

Minimum wage is currently \$8.75/hour in New York State. By December 31, 2015, it will rise to \$9/hour.

[REDACTED]

[REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Wednesday, October 21, 2015 5:43 PM
To: Gunaratna, Mahen; geri@progressiveagenda.us
Subject: Re: Mayor Miner in Syracuse

[REDACTED]

From: "Gunaratna, Mahen" <MGunaratna@cityhall.nyc.gov>
Date: Wednesday, October 21, 2015 at 5:41 PM
To: John Del Cecato <jfdc@akpdmedia.com>, "geri@progressiveagenda.us" <geri@progressiveagenda.us>
Subject: Mayor Miner in Syracuse

http://www.syracuse.com/news/index.ssf/2015/10/mayor_miner_sets_15_minimum_wage_for_syracuse_city_workers.html

--

Mahen Gunaratna

Director of Research and Media Analysis
Mayor's Press Office | City Hall
mgunaratna@cityhall.nyc.gov
(212) 676-3154 (o) | (347)-268-4295 (c)

From: [Hagelgans, Andrea](#)
To: [John Del Cecato](#); [Wolfe, Emma](#); [Walzak, Phil](#)
Cc: [Geri Prado](#); [Ponet, Maibe](#)
Subject: Re: <no subject>
Date: Thursday, October 22, 2015 8:10:49 AM

[REDACTED]

Sent from my BlackBerry 10 smartphone.

From: John Del Cecato
Sent: Thursday, October 22, 2015 7:46 AM
To: Wolfe, Emma; Walzak, Phil; Hagelgans, Andrea
Cc: Geri Prado
Subject: <no subject>

[REDACTED]

<http://www.capitalnewyork.com/article/city-hall/2015/10/8580298/de-blasio-create-new-health-centers-partially-fulfilling-campaign->

From: [Gunaratna, Mahen](#)
To: jfdc@akpdmedia.com; geri@progressiveagenda.us
Subject: Times follow up on Syracuse, including on-record quote from us
Date: Thursday, October 22, 2015 11:13:41 AM

http://www.nytimes.com/2015/10/22/nyregion/syracuse-leader-raises-citys-hourly-wage-to-15-immediately.html?_r=0

From: [Gunaratna, Mahen](#)
To: [Devora Kaye](#); [Norvell, Wiley](#); [Hinton, Karen](#); [Hagelgans, Andrea](#); [Goldmark, Karin](#); ["John Del Cecato"](#)
Subject: RE: Families for Excellent Schools
Date: Thursday, October 22, 2015 2:27:57 PM

<https://twitter.com/FatimaFarax/status/656628015724670976>



Fatima Farax @FatimaFarax

You sold me a dream and in return you tried to make my son a life a nightmare

[@SuccessCharters](#) [@MoskowitzEva](#) [#DontStealPossible](#) is laughable

8:28 PM - 20 Oct 2015

[Manhattan, NY](#)

From: Gunaratna, Mahen
Sent: Thursday, October 22, 2015 12:51 PM
To: Devora Kaye; Norvell, Wiley; Hinton, Karen; Hagelgans, Andrea; Goldmark, Karin; 'John Del Cecato'
Subject: Families for Excellent Schools

FYI, they released about 12 new web videos this morning – DTC teacher testimonials. [REDACTED]

<https://www.youtube.com/channel/UCqnXHa-8PupYXnpJvncohYw/videos>

--

Mahen Gunaratna

Director of Research and Media Analysis

Mayor's Press Office | City Hall

mgunaratna@cityhall.nyc.gov

(212) 676-3154 (o) | (347)-268-4295 (c)

Ok.

I'm not going to be able to make the meeting tonight...

From: [Salazar-Rodriguez, Prisca](#)
To: [B; FLONYC](#)
Bcc: [REDACTED]; [John Del Cecato](#)
Subject: MINI SCHEDULE - Friday, October 23, 2015
Date: Thursday, October 22, 2015 10:22:15 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, October 23, 2015

WEATHER: Hi of 59. Low of 43. Sunny
ATTIRE: Business
NOTES: [REDACTED]

6:30 - 7:00 TRAVEL FROM GRACIE TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 [REDACTED]
[REDACTED] [REDACTED]

9:00 - 9:30 TRAVEL [REDACTED] TO CITY HALL/[REDACTED] CALL
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:30 PREP [REDACTED]
Location: City Hall, The Mayor's Office

10:30 - 12:00 BAIL PRESSER
Location: City Hall, Blue Room
Staff Contact: Karen Hinton
Telephone: [REDACTED]

12:00 - 12:05 [REDACTED]
[REDACTED]
Location: Governor's Room
Staff Contact: Aaron Cahan
Telephone: [REDACTED]

12:15 - 12:30 TRAVEL FROM CITY HALL TO [REDACTED]

12:30 - 2:00 [REDACTED]
Location: [REDACTED]

2:00 - 2:30 TRAVEL [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

2:30 - 3:00 MEETING WITH AVI

Location: [REDACTED]

3:00 - 7:00 CALL TIME

Location: [REDACTED]

7:00 - 7:30 TRAVEL FROM [REDACTED] TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

7:30 - 9:30 [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

9:15 - 10:30 [REDACTED]

9:30 - 9:40 [REDACTED]

10:30 - 11:30 [REDACTED]

11:30 - 12:00 [REDACTED]

1:25 - 2:15 [REDACTED]

2:30 - 6:00 [REDACTED]

8:00 - 10:00 [REDACTED]

From: [Snyder, Thomas](#)
To: [John Del Cecato](#)
Subject: Re: Lunch
Date: Friday, October 23, 2015 10:43:15 AM

Yup

Sent from my iPhone

> On Oct 23, 2015, at 10:40 AM, John Del Cecato <jfdc@akpdmedia.com> wrote:

>

> Yes - I made a reservation at noon at Woolworth Tower Kitchen if that
> works for you

>

> 233 Broadway

> New York, NY 10279

> Cross Street: 9 Barclay Street

> (212) 571-2930

>

>

>

>> On 10/23/15, 10:32 AM, "Snyder, Thomas" <TSnyder@cityhall.nyc.gov> wrote:

>>

>> Still on today? Noon? Where?

>>

>> Sent from my iPhone

>

From: [Snyder, Thomas](#)
To: [Hinton, Karen](#)
Cc: [Jonathan Rosen](#); [Salazar-Rodriguez, Prisca](#); [Walzak, Phil](#); [Hagelgans, Andrea](#); [John Del Cecato](#); [Nick Baldick](#); [Emma Wolfe](#)
Subject: Re: Alert!!
Date: Friday, October 23, 2015 10:02:24 PM

Is There anyone who believes wake day or funeral day is ok for us to be doing this?

Sent from my iPhone

On Oct 23, 2015, at 9:43 PM, Hinton, Karen <KHinton@cityhall.nyc.gov> wrote:

Thank you! Do not want to do same day as wake.

Sent from my iPhone

On Oct 23, 2015, at 8:36 PM, Jonathan Rosen <Jonathan@berlinrosen.com> wrote:

+ Emma. No, let's just tell them we need to do it on Thursday. I am sure they will understand. We can work it out on a staff level with them.

Sent from my iPad

On Oct 23, 2015, at 8:26 PM, "Snyder, Thomas" <TSnyder@cityhall.nyc.gov> wrote:

- B and FLONYC
Wake is Tuesday funeral is Wednesday. Can we possibly do an endorsement on either of those days? Weigh in.

Sent from my iPhone

On Oct 23, 2015, at 8:14 PM, B <BCCD@cityhall.nyc.gov> wrote:


See below. Can we re-work the schedule

and make this work Tues, despite challenges? Or do we need to make it another day next week? Think deeply and give me creative options pls

Sent from my BlackBerry 10 smartphone.

From: Robby Mook <re47@hillaryclinton.com>
Sent: Friday, October 23, 2015 7:48 PM
To: Bill Deblasio
Subject: Re: Checking in

The plan is still to do this on Tuesday.
Christina Reynolds has been in touch with Jonathan Rosen.
We are going to roll you out w a national group of mayors and then work w Jonathan to book a bunch of media. I think it's going to be a big boost next week...and hopefully we have some wind at our back coming out of the Iowa JJ dinner!

On Oct 23, 2015, at 6:05 PM, Bill Deblasio
< > wrote:

Congrats on Benghazi hearing -- seems she did really well.

Now that I'm back from Israel, wanted to find out how and when we're handling endorsement rollout. And tell me who you want my folks to follow up with.

Thanks

Sent from my BlackBerry 10 smartphone.

From: [Hagelgans, Andrea](#)
To: [emma.maguire.wolfe](#); [Salazar-Rodriguez, Prisca](#)
Cc: [Jonathan.Rosen](#); [Hinton, Karen](#); [John.Del.Cecato](#); [Snyder, Thomas](#); [Nick.Baldick](#); [Walzak, Phil](#)
Subject: Re: Alert!!
Date: Saturday, October 24, 2015 8:43:23 AM

Really don't advise Sandy anniversary. Bad politics with folks who already question us

We need to be in Staten Island and Brooklyn that day

Sent from my BlackBerry 10 smartphone.

From: emma maguire wolfe
Sent: Friday, October 23, 2015 9:36 PM
To: Salazar-Rodriguez, Prisca
Cc: Jonathan Rosen; Hinton, Karen; John Del Cecato; Hagelgans, Andrea; Snyder, Thomas; Nick Baldick; Walzak, Phil
Subject: Re: Alert!!

I looped Jonathan with hrc folks who hadn't actually connected with him
Stand by

On Oct 23, 2015 8:56 PM, "Salazar-Rodriguez, Prisca" <PSalazar-Rodriguez@cityhall.nyc.gov> wrote:

Can figure out timing but flagging that Thursday is also Sandy Anniversary.

Sent from my iPhone

On Oct 23, 2015, at 8:36 PM, Jonathan Rosen <Jonathan@berlinrosen.com> wrote:

+ Emma. No, let's just tell them we need to do it on Thursday. I am sure they will understand. We can work it out on a staff level with them.

Sent from my iPad

On Oct 23, 2015, at 8:26 PM, "Snyder, Thomas" <TSnyder@cityhall.nyc.gov> wrote:

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To: Bill Deblasio
Subject: Re: Checking in

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We are going to roll you out w a national group of mayors and then work w Jonathan to book a bunch of media. I think it's going to be a big boost next week...and hopefully we have some wind at our back coming out of the Iowa JJ dinner!

On Oct 23, 2015, at 6:05 PM, Bill Deblasio <[REDACTED]> wrote:

Congrats on Benghazi hearing -- seems she did really well.

Now that I'm back from Israel, wanted to find out how and when we're handling endorsement rollout. And tell me who you want my folks to follow up with.

Thanks

Sent from my BlackBerry 10 smartphone.

From: [Salazar-Rodriguez, Prisca](#)
Bcc: [REDACTED]; [John Del Cecato](#); [Adams Baker, Marti](#); [Bennett, Rob](#); [Blumm, Kate](#); [Boeglin, Rosemary](#); [Buery, Richard](#); [Caquias, Paula](#); [Carrion, Marco A.](#); [Coney, Javon](#); [Da Costa, Ricky](#); [Fialkoff, Gabrielle](#); [Fink, Avi](#); [Fuleihan, Dean \(OMB\)](#); [Glen, Alicia](#); [Griffith, Chantell](#); [Grybauskas, Natalie](#); [Grybauskas, Stefan](#); [Gunaratna, Mahen](#); [Hagelgans, Andrea](#); [Hinton, Karen](#); [John, Roxanne](#); [Kadushin, Peter](#); [Klein, Monica](#); [Ko, Eunice](#); [Leopold, Elana](#); [Louis Espiritusanto, Jose](#); [Lupo, Jon Paul](#); [Norvell, Wiley](#); [Parikh, Ishanee](#); [Ponet, Maibe](#); [Richardson, Jerika](#); [Salazar-Rodriguez, Prisca](#); [Schnake Mahl, Gabriel](#); [Schustek, Andrew](#); [Seignious, Sandy](#); [Shorris, Anthony](#); [Singleton, Jessica](#); [Spitalnick, Amy \(OMB\)](#); [Thornton, Demetrius](#); [Walters, Alexis](#); [Walzak, Phil](#); [Wiley, Maya](#); [Williams, Dominic](#); [Wolfe, Emma](#)
Subject: MBDB SCHEDULE - Monday , October 26, 2015
Date: Sunday, October 25, 2015 8:52:13 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday , October 26, 2015

WEATHER: Hi of 59. Low of 44. Partly Cloudy
ATTIRE: Business
NOTES: [REDACTED]

Scheduling Contact: Paula Caquias [REDACTED]
Emergency Contact: Prisca Salazar-Rodriguez [REDACTED]
Special Assistant: Kayla Arslanian [REDACTED]

6:30 - 7:00 TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 [REDACTED]
[REDACTED] [REDACTED]

9:00 - 9:45 TRAVEL FROM [REDACTED] TO 1 POLICE PLAZA//DAILY COMMS CALL
Travel Time: 45 Mins.
Car: [REDACTED]

9:45 - 10:45 MEETING WITH DEPUTY INSPECTOR HOWARD REDMOND
Location: 1 Police Plaza

10:45 - 10:55 TRAVEL FROM 1 POLICE PLAZA TO CITY HALL
Travel Time: 10 Mins.
Walk: [REDACTED]

11:00 - 12:00 [REDACTED]
Location: [REDACTED]

12:00 - 1:00 [REDACTED] PREP
Location: City Hall, The Blue Room

Staff Contact: Amy Peterson, Recovery
Telephone [REDACTED]

1:00 - 2:00 MEETING WITH RACHEL LAUTER
Location: City Hall, The Mayor's Office

2:00 - 2:30 [REDACTED]
Location: [REDACTED]

2:30 - 3:30 [REDACTED] MEETING WITH CHANCELLOR FARIÑA
Location: City Hall, The Blue Room

3:30 - 4:30 [REDACTED] MEETING [REDACTED]
Location: City Hall, The Blue Room

4:30 - 5:30 [REDACTED] [REDACTED]
Location: [REDACTED]

5:30 - 6:00 MEETING [REDACTED]
[REDACTED]
Location: City Hall, The Governor's Room
Site Contact: Diya Vij, DCLA
Telephone: [REDACTED]

6:00 - 7:00 MEETING [REDACTED]
Location: City Hall, The Mayor's Office

7:00 - 7:30 [REDACTED]
Location: [REDACTED]

7:45 - 7:50 METS Radio Interview on WOR
[REDACTED] - Host Pete McCarthy

8:00 - 8:30 TRAVEL FROM CITY HALL TO TRELAWNI PLACE BAR AND GRILL
Travel Time: 30 Mins.
Car: [REDACTED]

8:30 - 10:30 DINNER WITH AM NICK PERRY, AM MARCOS CRESPO & FLONYC (DINNER INCLUDES SPOUSES)
Location: Trelawni Place Bar and Grill, 1440 Utica Avenue, Brooklyn
Staff Contact: Sherif Soliman
Telephone: [REDACTED]

10:30 - 11:00 TRAVEL FROM TRELAWNI PLACE BAR AND GRILL TO GRACIE MANSION
Travel Time: 45 Mins.

Car: [REDACTED]

From: [Salazar-Rodriguez, Prisca](#)
To: [Thornton, Demetrius](#); [Everett, Matt](#); [Griffith, Chantell](#); [Da Costa, Ricky](#); [Walzak, Phil](#); [Fuleihan, Dean \(OMB\)](#); [John, Roxanne](#); [Reisman, Lisette](#); [Leopold, Elana](#); [Louis Espiritusanto, Jose](#); [Darlington, Mandy \(OMB\)](#); [Zuniga, Andrea](#); [Shorris, Anthony](#); [Schnake Mahl, Gabriel](#); [John Del Cecato](#); [Snyder, Thomas](#); [Williams, Dominic](#); [Hagelgans, Andrea](#); [Arslanian, Kayla](#); [Hinton, Karen](#); [Ko, Eunice](#); [Wiley, Maya](#); [Wolfe, Emma](#); [Caquias, Paula](#); ["jonathan@berlinrosen.com"](#); [Fialkoff, Gabrielle](#)
Subject: Weekly Planning Meeting
Date: Monday, October 26, 2015 10:48:21 AM

Hi! Weekly Planning Meeting will resume next week.

From: [Snyder, Thomas](#)
To: [Geri Prado](#); [Salazar-Rodriguez, Prisca](#)
Cc: [John Del Cecato](#); [Jonathan Rosen](#); [Walzak, Phil](#)
Subject: Re: Wednesday meeting with the Mayor
Date: Monday, October 26, 2015 11:23:49 AM

Correction: this meeting will be at 1pm Wednesday.

On 10/26/15, 11:11 AM, "Snyder, Thomas" <TSnyder@cityhall.nyc.gov> wrote:

>The meeting is this Wednesday from 10am - 11am. [REDACTED]

[REDACTED]

>

>

>On 10/26/15, 11:02 AM, "Geri Prado" <geri@progressiveagenda.us> wrote:

>

>>Hey Tom and Prisca:

>>

>>There is a meeting scheduled from Noon to Midnight on our calendars. [REDACTED]

[REDACTED]

>>

>>Can you let us know?

>>

>>Thanks.

>

From: [Da Costa, Ricky](#)
To: [Snyder, Thomas](#); [Samantha Couch](#)
Cc: [John Del Cecato](#); [Andrea Purse](#); [Heather Hargreaves](#); [Sky Gallegos](#); [Geri Prado](#); [Mesa, Nilda](#)
Subject: RE: Climate change, NYC
Date: Monday, October 26, 2015 3:13:50 PM

Will do. Samantha - how does Thursday 11/5 between 11-1 look on your end?

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

From: Snyder, Thomas
Sent: Monday, October 26, 2015 1:18 PM
To: Da Costa, Ricky
Cc: John Del Cecato; Andrea Purse; Heather Hargreaves; Samantha Couch; Sky Gallegos; Geri Prado; Mesa, Nilda
Subject: Re: Climate change, NYC

Please set up a meeting/conference call of this group (in the cc line).
Within next two weeks.

On 10/26/15, 9:39 AM, "Geri Prado" <geri@progressiveagenda.us> wrote:

>Thanks Sky. Tom, let us know how you want to proceed. Thanks
>
>> On Oct 25, 2015, at 8:41 PM, Sky Gallegos
>><sgallegos@nextgenclimate.org> wrote:
>>
>> Would be great. Added a couple people from my side to participate as
>>well.
>> Samantha from our side will help with scheduling.
>>
>> On 10/24/15, 3:22 PM, "Geri Prado" <geri@progressiveagenda.us> wrote:
>>
>>> Hey all:
>>>
>>> Can we set up a call in the next week or two to discuss a few ideas
>>>about the Mayor, Next Gen?
>>>
>>> In addition to the op-Ed there are some potential other
>>>opportunities for partnership.
>>>
>>> Sky, Tom and I had a quick conversation about what we discussed and
>>> it sounds like a great idea.
>>>
>>> Tom, please include who is point on your end. Should we have Ricky
>>> set up?
>>>
>>> Let us know
>>>
>>> Thank you
>>
>

From: [Salazar-Rodriguez, Prisca](#)
To: [B; FLONYC](#)
Bcc: [@MiniGroup](#); [REDACTED]; [John Del Cecato](#)
Subject: MINI SCHEDULE - Tuesday, October 27, 2015
Date: Monday, October 26, 2015 8:58:41 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, October 27, 2015

WEATHER: Hi of 61. Low of 53. Partly Cloudy
ATTIRE: Business
NOTES: [REDACTED]
[REDACTED]

6:30 - 7:00 TRAVEL FROM GRACIE TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 [REDACTED]
[REDACTED] [REDACTED]

9:00 - 9:30 TRAVEL FROM [REDACTED] TO 701 SEVENTH AVENUE// [REDACTED] CALL
Travel Time: 30 Mins
Car: [REDACTED]

9:30 - 10:30 GROUNDBREAKING OF 701 SEVENTH AVENUE
Location: Northeast corner of 7th Ave and 47th Street (Entrance on 7th Avenue)
Press Contact: Wiley Norvell
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]
Press: Open

10:30 - 11:00 TRAVEL FROM TIMES SQUARE ERT W30TH & WEST ST. [REDACTED]
[REDACTED]
Travel Time: 30 Mins.
Travel: [REDACTED]

11:00 - 1:45 HURRICANE SANDY EVENT WITH HUD SECRETARY CASTRO [REDACTED]
[REDACTED]
Drop Off: Lot B- Bedford and Rockaway Beach Blvd.
Tour Location 11 Manville Lane, Breezy Point, NY
Lunch Location: Kennedy's Restaurant, 406 Bayside, Breezy Point
Staff Contact: Michael DeLoach

Telephone: [REDACTED]
Press Contact: Amy Spitalnick
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]
Remarks – Open Press
[REDACTED]

1:45 - 2:15 TRAVEL FROM BREEZY POINT TO 1POLICE PLAZA [REDACTED]
Travel Time: 30 Mins.
Travel: [REDACTED]

2:15 - 3:30 GUNS PRESS CONFERENCE WITH POLICE COMMISSIONER AND DISTRICT ATTORNEY
VANCE

ON SITE PREP – 2:15PM
START TIME – 2:30PM
Location: 1 Police Plaza
Staff contact: Jerika Richardson
Telephone: [REDACTED]
Press Contact: Karen Hinton
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]
Press: Open

3:30 - 4:00 TRAVEL FROM 1 POLICE PLAZA [REDACTED] JAMAICA QUEENS
Travel Time: 30 Mins.
Travel: [REDACTED]

4:00 - 4:30 ATTEND THE VIEWING OF POLICE OFFICER RANDOLF HOLDER
Location: Greater Allen A. M. E. Cathedral of New York, 11031 Merrick
Boulevard, Jamaica, NY 11433
Staff Contact: Marco Carrion
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]
Press: Closed

4:30 - 5:00 TRAVEL FROM 11031 MERRICK BLVD. TO INDUSTRY CITY [REDACTED]
Location: Industry City, 220 36th Street, Brooklyn
Travel Time: 30 Mins.
Travel: [REDACTED]

5:00 – 5:15 [REDACTED] CALL
[REDACTED]

Code#: [REDACTED]

5:15 – 6:15 [REDACTED] CALL

Location: Industry City, 220 36th Street, Brooklyn, NY.

6:15 - 6:45 CALL TIME

Location: Industry City, 220 36th Street, Brooklyn

6:45 - 7:30 REMARKS AT LAW ENFORCEMENT APPRECIATION EVENING HOSTED BY BROOKLYN CHAMBER OF COMMERCE AND RABBI INDIG

Location: Industry City, 220 36th Street, Brooklyn

Staff Contact: Catherine Almonte

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

7:30 - 8:00 TRAVEL FROM 220 36TH STREET - BROOKLYN TO [REDACTED]

Location: 30 Mins.

Staff Contact: Catherine Almonte

Telephone: [REDACTED]

Site Advance: Javon Coney

Telephone: [REDACTED]

8:00 - 9:30 [REDACTED]

Location: [REDACTED]

Site Advance: [REDACTED]

Telephone: [REDACTED]

Press: [REDACTED]

** [REDACTED]

9:30 - 10:00 TRAVEL [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

10:00 – Council Member Cumbo “Sex Education” - 200 people

12:00 – Council Member Levin “Foreign Language” - 50 people

FLONYC SCHEDULE

9:45 - 12:30 [REDACTED]

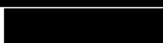
12:45 - 1:30 [REDACTED]

1:30 - 1:40 [REDACTED]

2:00 - 4:30



5:00 - 7:15



From: [Blumm, Kate](#)
To: [B](#)
Cc: ["ifdc@akpdmedia.com"](mailto:ifdc@akpdmedia.com) (ifdc@akpdmedia.com)
Subject: RE: New concept
Date: Tuesday, October 27, 2015 2:07:19 PM

Here are the invitees

- **John Banks**, President, Real Estate Board of New York (REBNY)
- **Jolie Milstein**, President & CEO, New York State Association for Affordable Housing (NYSAAH)
- **Alex Hanson**, NYSAFAH
- **Bruce Mosler**, Chairman, Cushman & Wakefield
- **Kenneth Fisher**, Partner, Fisher Brothers
- **Sol Arker**, Principal, The Arker Companies
- **Lisa Gomez**, Chief Operating Officer & Partner, L+M Development
- **Mat Holladay**, Managing Director of Reliant Realty (Management Company under Omni New York)
NOTE: May is a West Point graduate and a veteran who served in Afghanistan and Iraq.
- **David Kramer**, CEO, Hudson Companies
- **Meredith Marshall**, BRP Development
- **Mike Sturmer**, Principal, Lemle & Wolff Companies
- **Don Capoccia**, Principal, BFC Partners
- **Robert Ezrapour**, Artimus Construction
- **Tom Ciano**, Director of Real Estate Operations, Monadnock Development

From: Blumm, Kate
Sent: Saturday, October 10, 2015 3:00 PM
To: John Del Cecato
Cc: B; FLONYC
Subject: Re: New concept

On Oct 10, 2015, at 1:35 PM, John Del Cecato <jfdc@akpdmedia.com> wrote:

[REDACTED]

On Oct 10, 2015, at 1:34 PM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

Sent from my BlackBerry 10 smartphone.

From: [Almonte, Catherine](#)
To: [Arslanian, Kayla](#)
Cc: [Salazar-Rodriguez, Prisca](#); [Jonathan Rosen](#); [Hagelgans, Andrea](#); [Walzak, Phil](#); [John Del Cecato](#); [Snyder, Thomas](#); [Hinton, Karen](#); [Viguers, Jonathan](#)
Subject: Re: MBDB: Prep Callfor Friday
Date: Tuesday, October 27, 2015 5:30:17 PM

Will let you know when to dial in.

Sent while mobile

On Oct 27, 2015, at 5:29 PM, Arslanian, Kayla <KArslanian@cityhall.nyc.gov> wrote:

Cat is advising 15-20 mins.

From: Salazar-Rodriguez, Prisca
Sent: Tuesday, October 27, 2015 5:19 PM
To: 'Jonathan Rosen'; Hagelgans, Andrea; Walzak, Phil; John Del Cecato; Snyder, Thomas; Hinton, Karen; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan
Subject: RE: MBDB: Prep Callfor Friday

An email will go out from body staff when he is ready to jump on
he is out of the office

From: Jonathan Rosen [<mailto:Jonathan@berlinrosen.com>]
Sent: Tuesday, October 27, 2015 5:18 PM
To: Hagelgans, Andrea; Salazar-Rodriguez, Prisca; Walzak, Phil; John Del Cecato; Snyder, Thomas; Hinton, Karen; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan
Subject: RE: MBDB: Prep Callfor Friday

Prisca – new ETA on this?

From: Hagelgans, Andrea [<mailto:AHagelgans@cityhall.nyc.gov>]
Sent: Tuesday, October 27, 2015 5:17 PM
To: Jonathan Rosen; Salazar-Rodriguez, Prisca; Walzak, Phil; John Del Cecato; Snyder, Thomas; Hinton, Karen; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan
Subject: RE: MBDB: Prep Callfor Friday

His earlier meeting hasn't started yet

From: Jonathan Rosen [<mailto:Jonathan@berlinrosen.com>]
Sent: Tuesday, October 27, 2015 5:16 PM
To: Salazar-Rodriguez, Prisca; Walzak, Phil; John Del Cecato; Snyder, Thomas; Hagelgans, Andrea; Hinton, Karen; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan
Subject: RE: MBDB: Prep Callfor Friday

I'm dialed in.

From: Salazar-Rodriguez, Prisca [<mailto:PSalazar-Rodriguez@cityhall.nyc.gov>]

Sent: Tuesday, October 27, 2015 5:01 PM

To: Walzak, Phil; Jonathan Rosen; John Del Cecato; Snyder, Thomas; Hagelgans, Andrea; Hinton, Karen; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan

Subject: MBDB: Prep Callfor Friday

Updated Call in #

██████████ CODE: ██████████

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

From: Salazar-Rodriguez, Prisca

Sent: Monday, October 26, 2015 11:44 AM

To: Salazar-Rodriguez, Prisca; Walzak, Phil; Jonathan Rosen; John Del Cecato; Snyder, Thomas; Hagelgans, Andrea; Hinton, Karen; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan

Subject: MBDB: Prep for Friday

When: Tuesday, October 27, 2015 5:15 PM-6:15 PM (UTC-05:00) Eastern Time (US & Canada).

Where: Industry City, 220 36th Street, Brooklyn//CALL IN#: ██████████ CODE: ██████████
██████████

From: [Almonte, Catherine](#)
To: [Arslanian, Kayla](#)
Cc: [Salazar-Rodriguez, Prisca](#); [Jonathan Rosen](#); [Hagelgans, Andrea](#); [Walzak, Phil](#); [John Del Cecato](#); [Snyder, Thomas](#); [Hinton, Karen](#); [Viguers, Jonathan](#)
Subject: Re: MBDB: Prep Callfor Friday
Date: Tuesday, October 27, 2015 5:53:32 PM

Please dial in

Sent while mobile

On Oct 27, 2015, at 5:29 PM, Arslanian, Kayla <KArslanian@cityhall.nyc.gov> wrote:

Cat is advising 15-20 mins.

From: Salazar-Rodriguez, Prisca
Sent: Tuesday, October 27, 2015 5:19 PM
To: 'Jonathan Rosen'; Hagelgans, Andrea; Walzak, Phil; John Del Cecato; Snyder, Thomas; Hinton, Karen; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan
Subject: RE: MBDB: Prep Callfor Friday

An email will go out from body staff when he is ready to jump on
he is out of the office

From: Jonathan Rosen [<mailto:Jonathan@berlinrosen.com>]
Sent: Tuesday, October 27, 2015 5:18 PM
To: Hagelgans, Andrea; Salazar-Rodriguez, Prisca; Walzak, Phil; John Del Cecato; Snyder, Thomas; Hinton, Karen; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan
Subject: RE: MBDB: Prep Callfor Friday

Prisca – new ETA on this?

From: Hagelgans, Andrea [<mailto:AHagelgans@cityhall.nyc.gov>]
Sent: Tuesday, October 27, 2015 5:17 PM
To: Jonathan Rosen; Salazar-Rodriguez, Prisca; Walzak, Phil; John Del Cecato; Snyder, Thomas; Hinton, Karen; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan
Subject: RE: MBDB: Prep Callfor Friday

His earlier meeting hasn't started yet

From: Jonathan Rosen [<mailto:Jonathan@berlinrosen.com>]
Sent: Tuesday, October 27, 2015 5:16 PM
To: Salazar-Rodriguez, Prisca; Walzak, Phil; John Del Cecato; Snyder, Thomas; Hagelgans, Andrea; Hinton, Karen; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan
Subject: RE: MBDB: Prep Callfor Friday

I'm dialed in.

From: Salazar-Rodriguez, Prisca [<mailto:PSalazar-Rodriguez@cityhall.nyc.gov>]

Sent: Tuesday, October 27, 2015 5:01 PM

To: Walzak, Phil; Jonathan Rosen; John Del Cecato; Snyder, Thomas; Hagelgans, Andrea; Hinton, Karen; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan

Subject: MBDB: Prep Callfor Friday

Updated Call in #

██████████ CODE: ██████████

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

From: Salazar-Rodriguez, Prisca

Sent: Monday, October 26, 2015 11:44 AM

To: Salazar-Rodriguez, Prisca; Walzak, Phil; Jonathan Rosen; John Del Cecato; Snyder, Thomas; Hagelgans, Andrea; Hinton, Karen; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan

Subject: MBDB: Prep for Friday

When: Tuesday, October 27, 2015 5:15 PM-6:15 PM (UTC-05:00) Eastern Time (US & Canada).

Where: Industry City, 220 36th Street, Brooklyn//CALL IN# ██████████ CODE: ██████████
██████████

From: [Salazar-Rodriguez, Prisca](#)
To: [B; FLONYC](#)
Bcc: [@MiniGroup](#); [REDACTED]; [John Del Cecato](#)
Subject: MINI SCHEDULE - Wednesday, October 28, 2015
Date: Tuesday, October 27, 2015 6:55:33 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, October 28, 2015

WEATHER: Hi of 67. Low of 54. Rain/Wind
ATTIRE: Business
NOTES: [REDACTED]

6:30 - 7:00 TRAVEL FROM GRACIE TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 [REDACTED]
[REDACTED] [REDACTED]

9:00 - 9:30 TRAVEL FROM [REDACTED] TO CITY HALL // [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:30 [REDACTED] BRIEFING WITH FLONYC & DEPUTY MAYOR BUERY
Location: City Hall, The Blue Room

10:30 - 11:00 [REDACTED]
Location: [REDACTED]

11:00 - 11:30 [REDACTED]
Location: [REDACTED]

11:30 - 12:00 PREP [REDACTED]
Location: [REDACTED]

12:00 - 1:00 MEETING [REDACTED]
Location: [REDACTED]

1:00 - 2:00 MEETING/CALL WITH GERRI PRADO
Location: [REDACTED]

2:00 - 3:00 TRAVEL FROM CITY HALL TO GREATER ALLEN A. M. E. CATHEDRAL OF NEW YORK
Location: 11031 Merrick Boulevard, Jamaica, NY 11433

Travel Time: 1 Hrs.

Car:

3:00 - 5:00 REMARKS AT THE FUNERAL OF POLICE OFFICER RANDOLF HOLDER (FLONYC ATTENDING WITH MBDB)

Location: Greater Allen A. M. E. Cathedral of New York, 11031 Merrick Boulevard, Jamaica, NY 11433

Staff Contact: Marco Carrion

Telephone:

Press Contact: Jerika Richardson

Telephone:

Site Advance: Stefan Grybauskas

Telephone:

Remarks: Prepared

Press: Open

5:00 - 5:45 TRAVEL FROM GREATER ALLEN A. M. E. CATHEDRAL OF NEW YORK TO 1177 6TH AVENUE

Travel Time: 45 Mins.

Car:

5:45 - 6:45 MEETING WITH TOM SNYDER

Location: 1177 6th Avenue - 29th Floor

6:45 - 7:00 TRAVEL FROM 1177 6TH AVENUE TO NY PUBLIC LIBRARY

Location: 5th Avenue at 42nd Street

Travel Time: 15 Mins.

Car:

7:15 - 9:00 NYS ASSEMBLY DEMOCRATIC CONFERENCE DINNER

Location: NY Public Library - 5th Ave at 42nd Street New York, NY 10018

Staff Contact: Catherine Almonte

Telephone:

9:00 - 9:25 TRAVEL FROM NY PUBLIC LIBRARY TO GRACIE MANSION

Travel Time: 25 Mins.

Car:

CITY HALL STEPS PRESS CONFERENCES

1:00 Council Member Greenfield "School Security" - 100 people

FLONYC SCHEDULE

9:30 - 10:30 MENTAL HEALTH ROLL-OUT BRIEFING WITH MBDB & DM BUERY

10:45 - 11:15	[REDACTED]
11:15 - 11:30	[REDACTED]
11:30 - 12:00	[REDACTED]
12:00 - 12:30	DEPART [REDACTED]
12:30 - 12:45	MEETING WITH PATRICK KENNEDY
12:45 - 1:30	INTRODUCING PATRICK KENNEDY AT "CHANGING THE NATIONAL DISCOURSE ABOUT MENTAL HEALTH ISSUES AND ADDICTION" CONVERSATION
3:00 - 5:00	ATTEND MBDB REMARKS AT FUNERAL SERVICE OF NYPD OFFICER RANDOLPH HOLDER

From: [Salazar-Rodriguez, Prisca](#)
To: [John Del Cecato](#); [Snyder, Thomas](#); [Arslanian, Kayla](#); [Almonte, Catherine](#); [Viguers, Jonathan](#)
Subject: RE: MBDB: Gala Remarks Prep with JDC
Date: Wednesday, October 28, 2015 10:05:50 AM

This meeting is cancelled-

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

From: Salazar-Rodriguez, Prisca

Sent: Thursday, October 15, 2015 6:00 AM

To: Salazar-Rodriguez, Prisca; John Del Cecato; Snyder, Thomas; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan

Subject: MBDB: Gala Remarks Prep with JDC


When: Wednesday, October 28, 2015 10:30 AM-11:00 AM (UTC-05:00) Eastern Time (US & Canada).

Where: City Hall, The Mayor's Office

From: [Salazar-Rodriguez, Prisca](#)
To: ["Geri Prado"](#); [Snyder, Thomas](#); [John Del Cecato](#); [Zuniga, Andrea](#)
Subject: RE: On way in
Date: Wednesday, October 28, 2015 11:45:10 AM

Fab.
Don't leave without me giving you anything I owe u

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

From: Geri Prado [[mailto:](#) 
Sent: Wednesday, October 28, 2015 11:44 AM
To: Snyder, Thomas; John Del Cecato; Salazar-Rodriguez, Prisca; Zuniga, Andrea
Subject: On way in

From penn see you soon.

From: [Viguers, Jonathan](#)
To: Jonathan@berlinrosen.com; [Snyder, Thomas](#); [Arslanian, Kayla](#); [Almonte, Catherine](#); [Salazar-Rodriguez, Prisca](#); [Hagelgans, Andrea](#); jfdc@akpdmedia.com; [Walzak, Phil](#)
Subject: Call Time
Date: Wednesday, October 28, 2015 5:33:46 PM

We are still delayed, likely another 30 minutes.

Please stand by. I will let you know when to dial in.

Call Time

Scheduled: Wednesday, Oct 28, 2015 from 5:00 PM to 5:45 PM

Location: Call in # [REDACTED] Code: [REDACTED]

Invitees: Jonathan Rosen , Snyder, Thomas , Arslanian, Kayla , Almonte, Catherine , Salazar-Rodriguez, Prisca , Hagelgans, Andrea , John Del Cecato , Walzak, Phil

sent from a mobile device.

From: [Salazar-Rodriguez, Prisca](#)
To: [B; FLONYC](#)
Bcc: [@MiniGroup](#); [REDACTED]; [John Del Cecato](#)
Subject: MINI SCHEDULE - Thursday, October 29, 2015
Date: Wednesday, October 28, 2015 6:39:11 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, October 29, 2015

WEATHER: Hi of 72. Low of 49. Partly Cloudy
ATTIRE: Business
NOTES: [REDACTED]

6:30 - 7:00 TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 [REDACTED]
[REDACTED] [REDACTED]

9:00 - 9:30 TRAVEL FROM [REDACTED] TO CITY HALL // [REDACTED] CALL
Travel Time: 30 Mins.
Car: [REDACTED]

10:00 - 10:30 [REDACTED]
Location: [REDACTED]

10:30 - 11:00 PREP [REDACTED]
Location: City Hall, The Mayor's Office

11:00 - 12:00 TAMI (TECHNOLOGY, ADVERTISING, MEDIA, AND INFORMATION) SECTOR CEO
ROUNDTABLE
Location: City Hall, Blue Room
Site Contact: Lindsay Greene
Telephone: [REDACTED]

12:00 - 1:00 TRAVEL FROM CITY HALL TO 13 MAPLE TERRACE, STATEN ISLAND// [REDACTED]
[REDACTED]
Travel Time: 1 Hr.
Car: [REDACTED]

1:00 - 3:00 SANDY ANNIVERSARY FOCUSED ON HOUSING
Drop off location: The corner of Maple Terrace Blvd. and Ceder Grove Avenue
(Staten Island, NY)

House location: 13 Maple Terrace, Staten Island, NY

Site Contact: Dan Gross

Telephone: [REDACTED]

Press Contact: Amy Spitalnick

Telephone: [REDACTED]

Site Advance: Javon Coney

Telephone: [REDACTED]

Press: Open

3:00 - 4:00 TRAVEL FROM 13 MAPLE TERRACE TO SHERATON NY

Travel Time: 1 Hrs.

Car: [REDACTED]

4:00 - 4:30 REMARKS AT 1199 MEMBERSHIP MEETING

Location: Sheraton NY - 811 7th Avenue

Attendees: 400 – 500 1199 officers and staff

Site Contact: Helen Schaub

Telephone: [REDACTED]

Staff Contact: Gabriel Schnake-Mahl

Telephone: [REDACTED]

Press: Closed

4:30 - 6:00 PREP [REDACTED]

Location: Sheraton NY Hotel - 811 7th Avenue - Carnegie West Room

6:15 - 8:00 [REDACTED]

Location: [REDACTED]

Site Contact: [REDACTED]

Staff Contact: [REDACTED]

Telephone: [REDACTED]

8:00 - 8:30 TRAVEL FROM 811 7TH AVENUE TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

9:00 Air BNB "Short Term Rental"

100 people

10:00 Council Member Cumbo "Breast Cancer"

200 people

11:00 Council Member Rodriguez "Legislation"

50 people

12:00 Council Member Torres "Mold Legislation"

50 people

1:00 Council Member Levine "Foreign Language Education"

50 people
3:00 Council Member Ulrich & Public Advocate James “Veteran Rally”
100 people

FLONYC SCHEDULE

10:00 - 2:30 [REDACTED]
2:45 - 3:15 MEETING WITH AZIZA BOLTON
4:15 - 5:30 WELCOMING REMARKS AT CEO MENTAL HEALTH SUMMIT ROUNDTABLE AT THE
NEW YORK STOCK EXCHANGE
6:15 - 8:00 [REDACTED]

From: [Viguers, Jonathan](#)
To: [Arslanian, Kayla](#); [Salazar-Rodriguez, Prisca](#); ["Jonathan Rosen"](#); [Hagelgans, Andrea](#); [Almonte, Catherine](#); [John Del Cecato](#); [Walzak, Phil](#); [Snyder, Thomas](#)
Subject: Re: Call Time
Date: Wednesday, October 28, 2015 6:56:55 PM

Please dial in

sent from a mobile device.

From: Arslanian, Kayla
Sent: Wednesday, October 28, 2015 6:51 PM
To: Salazar-Rodriguez, Prisca; 'Jonathan Rosen'; Viguers, Jonathan; Hagelgans, Andrea; Almonte, Catherine; John Del Cecato; Walzak, Phil; Snyder, Thomas
Subject: RE: Call Time

Pls dial-in in the next cpl mins – MBDB wrapping up a call and will get on the line. Thank you!

From: Salazar-Rodriguez, Prisca
Sent: Wednesday, October 28, 2015 6:45 PM
To: 'Jonathan Rosen'; Viguers, Jonathan; Hagelgans, Andrea; Almonte, Catherine; John Del Cecato; Arslanian, Kayla; Walzak, Phil; Snyder, Thomas
Subject: RE: Call Time

Hasn't happened

From: Jonathan Rosen [<mailto:Jonathan@berlinrosen.com>]
Sent: Wednesday, October 28, 2015 6:44 PM
To: Viguers, Jonathan; Salazar-Rodriguez, Prisca; Hagelgans, Andrea; Almonte, Catherine; John Del Cecato; Arslanian, Kayla; Walzak, Phil; Snyder, Thomas
Subject: RE: Call Time

I just finished my meeting and dialed in – is this over or still hasn't happened?

From: Viguers, Jonathan [<mailto:JViguers@cityhall.nyc.gov>]
Sent: Wednesday, October 28, 2015 6:34 PM
To: Salazar-Rodriguez, Prisca; Hagelgans, Andrea; Almonte, Catherine; John Del Cecato; Jonathan Rosen; Arslanian, Kayla; Walzak, Phil; Snyder, Thomas
Subject: Call Time

Please stand by. Will start shortly

Organizer: Salazar-Rodriguez, Prisca
When: 5:00 PM - 5:45 PM October 28, 2015
Subject: Call Time
Location: Call in [REDACTED] Code: [REDACTED]

sent from a mobile device.

From: [Geri Prado](#)
To: [B; John Del Cecato; Snyder, Thomas](#)
Subject: Message to My Fellow Execs: Raise Wages!
Date: Thursday, October 29, 2015 7:48:57 AM

<http://www.politico.com/magazine/story/2015/10/message-to-my-fellow-execs-raise-wages-213308>

From: [John Del Cecato](#)
To: [Geri Prado](#); [B. Snyder, Thomas](#)
Subject: Re: Message to My Fellow Execs: Raise Wages!
Date: Thursday, October 29, 2015 8:13:18 AM

Cut & pasted for y'all

Message to My Fellow Execs: Raise Wages! If we do we'll all be richer in the end.

By TONY JAMES
October 29, 2015

In early 2014, President Barack Obama paid a visit to a local Costco. He wasn't there to get a good deal on tires or a big-screen TV but to use Costco as a platform to advocate a higher minimum wage. That's because the retail giant (where I am lead director) has proved that businesses can perform better by paying more. Costco pays some of the highest wages in retail—almost twice the minimum wage.

And guess what, it's doing great. At a time when debate over raising the minimum wage is front and center, I have a message for my colleagues in business: We are missing the boat. Knee-jerk opposition is wrong, because as I have seen at Costco and other companies, raising wages will be good for business.

Story Continued Below

There are three key reasons. First, it will accelerate growth of the economy. Second, it will increase labor productivity. And third, it will reduce government support payments and the pressure to raise taxes on business.

For the past 50 years, the U.S. has allowed its minimum wage to plummet, to the point where in real terms our minimum wage today is back where it was in the late 1930s. We have squeezed consumer demand and sapped economic growth.

Many businesses and their advocates argue that higher labor costs from an increased minimum wage would hurt jobs. But in fact, higher wages on a national scale will accelerate growth by triggering higher demand for the very sectors that pay low wages, more than offsetting the higher costs. This is why many studies show higher wages do not cost jobs.

When you raise the minimum wage, you give more money to the people with the highest propensity to spend. If you give consumers a one-dollar tax rebate or other one-time break, they spend only about 50 cents. If you increase their incomes by a dollar, however, they actually spend more than that dollar, because they also use more credit. This direct spending increase from higher wages then has an additional 1.5-times multiplier effect that ripples through the entire economy.

If the federal minimum wage were raised to \$12 per hour, that would raise wages either directly or indirectly for over 20 percent of American workers. It would raise incomes by over \$80 billion and add \$200 billion of economic activity as the multiplier effect cascades throughout the economy. And that's just the beginning, because a higher minimum wage would actually trickle up, causing other incomes to rise, too. All told, this would drive a 1 to 2 percent near-term jump in gross domestic product.

If a rise in wages is instituted nationally, a level playing field is

maintained that avoids artificially legislating winners and losers. Businesses will adjust to constraints uniformly applied, and each business will still try to find a way to win from innovation, improved productivity or price increases. Rather than continually driving down real wages and demand, we will benefit our entire economy.

It is also important to note that jobs that pay minimum wage are heavily concentrated in non-tradable services with restaurants and retailers. These jobs are hard to replace by imports or automation—and the low-wage workers in these places tend to spend locally—so their added income would recycle into the local economy, benefiting the very businesses affected by higher wages.

The second reason business should embrace a higher minimum wage is productivity. Higher wages make businesses stronger because they can find savings and more effective workforces through lower turnover, reduced training costs and more responsive and committed employees. This is precisely what we have seen at Costco—and what many of my colleagues at other well-paying companies have discovered as well. I think we can all agree that no one can actually live on \$7.25 an hour, so it makes perfect sense that people who earn that will spend most of their energies trying to find something else to do.

And finally, businesses will benefit from a higher minimum wage because it reduces required government support payments and encourages people to work, ultimately reducing pressure to raise taxes.

Think about an unemployed or underemployed worker today. It's likely that this person is receiving substantial government support. If that person gets a job, they forfeit much of this government assistance—and with the current \$7.25 minimum wage, there's little incentive to do that. In many cases, they would be working simply to offset the loss of government assistance.

A higher minimum wage would empower people to support themselves and significantly reduce government welfare spending. And unlike many other social programs, it rewards people for working.

It's time for all business leaders to see what's become increasingly clear. Our economy has been stalled for more than a decade. We must ignite growth. Zero real interest rates and trillions of dollars of corporate cash shows that we have enough savings. We need more demand!

At a time of rising income inequality, let's not just hope for prosperity to trickle down. Let's put resources where they are needed most and lift the entire economy with them.

Read more:

<http://www.politico.com/magazine/story/2015/10/message-to-my-fellow-execs-raise-wages-213308#ixzz3pxTixrfQ>

On 10/29/15, 7:48 AM, "Geri Prado" <[REDACTED]> wrote:

> <http://www.politico.com/magazine/story/2015/10/message-to-my-fellow-execs-raise-wages-213308>

From: [Gunaratna, Mahen](#)
To: [John Del Cecato](#); [Jon Fromowitz](#); [Geri Prado](#)
Subject: Fwd: **FOR IMMEDIATE RELEASE**NEW YORK CITY HOSTS NATIONAL PAID SICK LEAVE SYMPOSIUM
Date: Thursday, October 29, 2015 11:43:47 AM
Attachments: [image002.jpg](#)
[image004.jpg](#)
[image005.jpg](#)

Sent from my iPhone

Begin forwarded message:

From: "Press (DCA)" <press@dca.nyc.gov>
Date: October 29, 2015 at 11:19:07 AM EDT
To: "Press (DCA)" <press@dca.nyc.gov>
Subject: **FOR IMMEDIATE RELEASE**NEW YORK CITY HOSTS NATIONAL PAID SICK LEAVE SYMPOSIUM

DCA_Logo_StandardColor



FOR IMMEDIATE RELEASE
October 29, 2015

NEW YORK CITY HOSTS NATIONAL PAID SICK LEAVE SYMPOSIUM

*Leaders from Across the Country Convene to Discuss the Importance of
and Best Practices for Implementing and Enforcing Paid Sick Leave Laws*

*NYC Department of Consumer Affairs Releases New Data:
Approximately \$837,000 Secured in Fines and Restitution for More than 6,000
Employees*

NEW YORK, NY – Department of Consumer Affairs (DCA) Commissioner Julie Menin today kicks off “Making Paid Sick Leave Work: Sharing Strategies,” a national symposium convening jurisdictions who are enforcing, preparing to implement, or considering paid sick leave laws. The two-day event, beginning on October 29, addresses the importance of paid sick leave laws, the challenges and best practices for implementing and enforcing these laws, and frames paid sick leave movement from a national perspective. Leaders from 16 jurisdictions across the country are expected to attend the event, which features keynote speakers, panel discussions, and practitioner workshops. The event, held at the Ford Foundation, is hosted in partnership with the Center for Law and Social Policy (CLASP), a Washington, D.C.-based group that advocates for public policies and programs at the federal, state, and local levels to reduce poverty and create ladders to opportunity for all. At the event, DCA is announcing new data on its enforcement of New York City’s Paid Sick Leave Law, which includes

securing approximately \$837,000 in restitution and fines for more than 6,000 employees.

“No one should have to choose between taking care of themselves or a sick child, and earning a paycheck. The passage of paid sick leave laws in New York City was a landmark victory for New Yorkers across the five boroughs,” said **Mayor Bill de Blasio**. “As we continue to take aim at inequality as a city and as a nation, it is the implementation of humane, smart policies like this across the country that will bring us closer to building an America that understands and supports working families.”

“New York City’s Paid Sick Leave Law extended the right to sick leave to 1.2 million more Americans and, since then, more than a dozen others jurisdictions have followed suit,” said **DCA Commissioner Julie Menin**. “Just as we embarked on implementing the law here, others frequently ask us, and look to CLASP, to share experiences in implementing and enforcing paid sick leave. We hope that this gathering will give fresh insight and new ideas to advocates and leaders throughout the nation and ultimately extend this vital benefit to even more Americans.”

“CLASP celebrates the movement that has already brought earned sick time to about 25 jurisdictions around the nation,” said **Olivia Golden, executive director of CLASP**. “To fuel this movement, CLASP has helped agencies and advocates share lessons and discuss challenges around implementation. This convening builds upon and furthers that effort. We believe that effective implementation and enforcement are central to the movement’s expansion and in securing a federal minimum labor standard for earned sick time.”

“It is a tribute to the relentless advocacy of determined organizations that have made such a compelling and irrefutable case that we now see cities and states implementing paid sick days,” said **Darren Walker, president of the Ford Foundation**. “For these policies to truly have the greatest impact for workers, it is essential that they are effectively implemented and enforced. We must also ensure all workers know their rights to guarantee the positive difference so many have pushed for and is now within the grasp.”

“I’m proud that New York City has been a trailblazer in recognizing paid sick leave as a basic right, not a luxury,” said **Public Advocate Letitia James**. “No person should be forced to choose between their or their child’s health and putting food on the table, a harsh reality that millions of Americans face each and every day. This forum will provide a significant resource to educate and encourage other leaders on the importance of creating similar laws to protect their families,” she added.

“There’s no greater reward in government than learning that the changes we’ve fought for really are making a difference in people’s lives,” said **Manhattan Borough President Gale A. Brewer**, sponsor of New York City’s first law mandating the right to paid sick leave for most workers. “This law was never about racking up fines, and I look forward to a decrease in these numbers as paid sick leave becomes a universally-accepted part of business in our city – but until then, it’s great to see the Department of Consumer Affairs is hard at work

enforcing the law and winning restitution for thousands of New Yorkers.”

“Paid sick leave has made Brooklyn a healthier place to work and raise a family. Commissioner Menin has been an outstanding leader on this effort for our city, ensuring that DCA puts outreach to businesses and consumers first in everything they do. I am pleased to see that through their leadership, our City is continuing to explore best practices for how to improve implementation and enforcement of paid sick leave,” said **Brooklyn Borough President Eric Adams**.

“The implementation of paid sick leave in New York City has been a huge success for both employees and employers due in large part to the tireless outreach efforts of Commissioner Menin and the Department of Consumer Affairs. This symposium is a perfect opportunity to showcase our approach, address common questions, and demonstrate how paid sick leave can be a success across the country,” said **Council Member Rafael L. Espinal, Jr., Chair of the Council Consumer Affairs Committee**.

“These latest figures are proof that the City’s efforts at educating business owners and securing restitution for workers under the paid sick leave law have been a success. Through the dedication and persistence of Mayor de Blasio, Speaker Mark-Viverito, and many others, these important benefits continue to have a positive impact on thousands of working New York families,” said **Council Member Margaret Chin**.

“Nearly two years ago this administration and the Council took up the fight to expand paid sick leave and afford working families the respect they deserve. Today, the implementation of this policy has been a great success and New Yorkers are the beneficiaries,” said **Council Member I. Daneek Miller, Chair of the Council Committee on Civil Service and Labor**.

“All workers are entitled to sick leave. This is a humane policy. People should not be forced to come to work sick because staying home would result in a loss of pay. Looking back over the past year since the enactment of the law, I have to say, the enforcement of the law has been a success,” said **Council Member Karen Koslowitz**.

“Thanks to the paid sick leave law in New York City, working New Yorkers no longer have to worry about losing a paycheck, or their job altogether, when taking care of themselves or a sick son or daughter,” said **Council Member Brad Lander**. “The Department of Consumer Affairs has done a fantastic job of ensuring that all New Yorkers are aware of this law, not only through outreach events, but also by conducting investigations, and fining businesses who have refused to comply. This symposium will ensure that advocates and leaders from across the country can share best practices, and most importantly, bring effective enforcement of paid sick leave to even more American workers,” he added.

“Now is a crucial time to insert paid sick leave into the national dialogue as our country rapidly approaches a national election that will have ramifications on paid sick laws. Daily millions of workers across the country are forced to choose between their job and taking care of their health. No one should have to forego

the benefits provided by paid sick leave in order to be able to provide for their families, and CLASP is certainly driving that conversation forward,” said **Council Member Ritchie Torres**.

With the passage of New York City’s expanded Paid Sick Leave Law in 2014, the City of New York became the seventh jurisdiction in the country to enact a paid sick leave law. After New York City passed the law, the momentum has continued to grow and more than a dozen more jurisdictions have enacted laws giving workers access to paid sick leave. These laws have given access to sick leave to more than 10.8 million Americans in 26 jurisdictions.

The implementation and enforcement of labor standards presents unique challenges. Many municipalities have few or no resources dedicated to the enforcement of employment standards and may not know the best way to implement proven, cost-effective strategies. Even for states, which have more experience enforcing these types of laws, implementing paid sick leave presents new challenges.

DCA has applied its business outreach and public education know-how and enforcement expertise to ensure that New York City workers have the right to take time off from work to care for themselves and their families. New York City’s extensive education campaign reached more than six million New Yorkers in 26 languages and DCA has conducted approximately 1,000 events where staff distributed more than 2 million brochures about paid sick leave. Since April 1, 2014, when NYC’s Paid Sick Leave Law went into effect, DCA has settled approximately 92 percent of the 553 investigations it conducted, securing nearly \$837,000 in restitution and fines (\$484,000 restitution for more than 6,000 employees and \$353,000 in fines). Additionally, through settlement agreements, ensured thousands more are receiving sick leave as required by the law.

This forum will allow municipalities and state governments across the nation to share their paid sick leave stories, discuss the best implementation strategies, and suggest solutions to common challenges in enforcing these types of laws.

For more information about New York City’s Paid Sick Leave Law visit nyc.gov/paidsickleave.

The Department of Consumer Affairs (DCA) licenses, inspects, and educates businesses, assists and informs consumers, mediates complaints, and offers free financial counseling and safe banking products. DCA enforces the Consumer Protection Law, the Paid Sick Leave Law and other related business laws throughout New York City and licenses nearly 80,000 businesses in 55 different industries. For more information, call 311 or visit DCA online at nyc.gov/consumers or on its social media sites, [Twitter](#), [Facebook](#), [Instagram](#) and [YouTube](#).

(212) 436-0042
press@dca.nyc.gov

Stay Connected:



You Tube



Instagram

From: [Hagelgans, Andrea](#)
To: [Catherine Almonte](#); Jonathan@berlinrosen.com; [Viguers, Jonathan](#); [Snyder, Thomas](#); [Hinton, Karen](#); [Arslanian, Kayla](#); [Salazar-Rodriguez, Prisca](#); [Walzak, Phil](#); jfdc@akpdmedia.com
Subject: Re: MBDB: Prep for Friday
Date: Thursday, October 29, 2015 4:06:34 PM

Ok. Am en route

Sent from my BlackBerry 10 smartphone.

From: Catherine Almonte
Sent: Thursday, October 29, 2015 4:06 PM
To: Jonathan@berlinrosen.com; [Viguers, Jonathan](#); [Snyder, Thomas](#); [Hinton, Karen](#); [Arslanian, Kayla](#); [Salazar-Rodriguez, Prisca](#); [Hagelgans, Andrea](#); [Walzak, Phil](#); jfdc@akpdmedia.com
Subject: MBDB: Prep for Friday

We have moved to 5th floor, Park 2

MBDB: Prep for Friday

Scheduled: Thursday, Oct 29, 2015 from 4:15 PM to 6:00 PM

Location: Sheraton NY Hotel - 811 7th Avenue - Carnegie West Room

Invitees: Jonathan Rosen , [Viguers, Jonathan](#) , [Snyder, Thomas](#) , [Hinton, Karen](#) , [Arslanian, Kayla](#) , [Salazar-Rodriguez, Prisca](#) , [Hagelgans, Andrea](#) , [Walzak, Phil](#) , John Del Cecato

Sent while mobile.

From: [Almonte, Catherine](#)
To: Jonathan@berlinrosen.com; [Viguers, Jonathan](#); [Snyder, Thomas](#); [Hinton, Karen](#); [Arslanian, Kayla](#); [Salazar-Rodriguez, Prisca](#); [Hagelgans, Andrea](#); [Walzak, Phil](#); jfdc@akpdmedia.com
Subject: MBDB: Prep for Friday
Date: Thursday, October 29, 2015 4:08:46 PM

We have moved to 5th floor, Park 2 Room

MBDB: Prep for Friday

Scheduled: Thursday, Oct 29, 2015 from 4:15 PM to 6:00 PM

Location: Sheraton NY Hotel - 811 7th Avenue - Carnegie West Room

Invitees: Jonathan Rosen , Viguers, Jonathan , Snyder, Thomas , Hinton, Karen , Arslanian, Kayla , Salazar-Rodriguez, Prisca , Hagelgans, Andrea , Walzak, Phil , John Del Cecato

Sent while mobile

From: [Salazar-Rodriguez, Prisca](#)
To: [B; FLONYC](#)
Bcc: [@MiniGroup; \[REDACTED\]; John Del Cecato](#)
Subject: MINI SCHEDULE - Friday, October 30, 2015
Date: Thursday, October 29, 2015 6:08:10 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, October 30, 2015

WEATHER: Hi of 60. Low of 42 Mostly Sunny
ATTIRE: Business
NOTES: [REDACTED]

6:30 - 7:00 TRAVEL FROM GRACIE TO 30 ROCKEFELLER CENTER
49 W 49th Street, between 5th Ave and 6th Ave - Studio: 3A
Car: [REDACTED]

7:00 - 8:00 MORNING JOE
Location: 30 Rockefeller Center - 49 W 49th Street, between 5th Ave and 6th Ave - Studio: 3A
Arrive: 7am
Interview: 7:20am
Site Contact: Jonathan Rosen

8:00 - 8:40 TRAVEL FROM MORING JOE TO [REDACTED]
[REDACTED] S CALL

8:40 - 9:00 [REDACTED]
Location: [REDACTED]
[REDACTED]
Event Contact: [REDACTED]

9:00 - 9:30 TRAVEL FROM [REDACTED] TO CITY HALL

10:00 - 11:00 MEETING WITH TOM, EMMA & PHIL
Location: City Hall, The Mayor's Office

11:00 - 12:00 [REDACTED] MEETING
Location: City Hall, The Blue Room

12:00 - 1:00 [REDACTED]
Location: [REDACTED]

1:00 - 2:00 [REDACTED]
Location: [REDACTED]

2:00 - 3:00 [REDACTED]
Location: [REDACTED]

3:00 – 3:10 [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
Location: City Hall, The Blue Room

3:30 - 4:00 FLU SHOT
Location: City Hall, The Mayor's Office

4:00 - 4:30 TRAVEL FROM CITY HALL TO GRACIE MANSION
Car: [REDACTED]

4:30 - 5:00 [REDACTED]
Location: Gracie Mansion

5:00 - 7:00 MAYOR'S GRACIE MANSION HALLOWEEN EVENT
Location: Gracie Mansion
Attendees: 600 from on-line public lottery
Site Contact: Carla Matero
Telephone: [REDACTED]
Press Contact: Erin White
Telephone: [REDACTED]

7:30 – 8:00 TRAVEL FROM GRACIE MANSION TO CITIFIELD

8:00 - 11:00 ATTEND METS WORLD SERIES GAME
Location: Citifield

CITY HALL STEPS PRESS CONFERENCES

9am – C/M Rodriguez “Illegal Hotels” 100 people
10am – C/M Gibson “DOB Reform” 15 people
11am – C/M Levin “Illegal Hotels” 100 people
12pm – C/M Rosenthal “Tenant Harassment” 50 people
1pm – AIR BNB “Short Term Rentals” 100 people

FLONYC SCHEDULE

9:45 - 12:00 PM WHITESPACE
12:00 - 1:00 PM MBDB WEEKLY SCHEDULING REVIEW CALL
1:00 - 1:30 PM LUNCH

1:30 - 4:30 PM

4:30 - 5:00 PM

5:00 - 7:00 PM



GRACIE MANSION HALLOWEEN EVENT WITH MBDB

From: [Salazar-Rodriguez, Prisca](#)
To: [B; FLONYC](#)
Bcc: [@MiniGroup](#); [REDACTED]; [John Del Cecato](#)
Subject: MINI SCHEDULE - Sunday, November 01, 2015
Date: Friday, October 30, 2015 8:49:31 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, November 01, 2015

WEATHER: Hi of 65. Low of 55. Cloudy
ATTIRE: Business
NOTES: [REDACTED]

7:00 - 7:30 DEPART GRACIE VIA HARBOR BOAT TO VERRAZANO BRIDGE
Travel Time: 30 Mins.
Car: [REDACTED]

8:00 - 10:00 KICK-OFF NYC MARATHON START
Location: Verrazano Narrows Bridge
Staff Contact: Charles Fall
Telephone: [REDACTED]
Press Contact: Natalie Grybauskas
Telephone: [REDACTED]
Site Advance: Michael Carey
Telephone: [REDACTED]

10:00 - 10:30 DEPART STATEN ISLAND VIA HARBOR BOAT TO [REDACTED]
Travel Time: 30 Mins.

11:30 - 12:30 [REDACTED]

1:30 - 2:00

TRAVEL [REDACTED]

2:00 - 2:30

Location: [REDACTED]

2:30 - 3:00

TRAVEL [REDACTED]

3:00 - 5:00

Location: [REDACTED]

5:00 - 5:30

TRAVEL [REDACTED]

6:30 - 7:30 TRAVEL FROM [REDACTED] TO EL CARIBE COUNTRY CLUB, 5945 STRICKLAND AVENUE, MILL BASIN, BROOKLYN

7:30 - 8:30 REMARKS AT THE THOMAS JEFFERSON DEMOCRATIC CLUB DINNER
Location: El Caribe Country Club, 5945 Strickland Avenue, Mill Basin, Brooklyn

8:30 - 9:00 TRAVEL FROM BROOKLYN TO GRACIE
MANSION

CITY HALL STEPS PRESS CONFERENCES
No Schedule

FLONYC SCHEDULE
DOWN DAY

From: [Salazar-Rodriguez, Prisca](#)
To: [B; FLONYC](#)
Bcc: [@MiniGroup;](#) [REDACTED]; [John Del Cecato](#)
Subject: MINI SCHEDULE - Monday, November 2, 2015
Date: Friday, October 30, 2015 8:53:06 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, November 2, 2015

WEATHER: Hi of 64. Low of 15. Partly Cloudy
ATTIRE: Business
NOTES: [REDACTED]

6:30 - 7:00 TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 [REDACTED]
[REDACTED] [REDACTED]

9:00 - 9:30 TRAVEL FROM [REDACTED] TO CITY HALL // [REDACTED]

9:30 - 10:00 PREP [REDACTED]
Location: City Hall, The Mayor's Office

10:00 - 10:30 PREP [REDACTED]
Location: City Hall, The Mayor's Office

10:30 - 11:30 [REDACTED]
Location: [REDACTED]

11:30 - 12:30 MEETING WITH RACHEL LAUTER
Location: City Hall, The Mayor's Office

12:30 - 1:00 TRAVEL FROM CITY HALL TO FDNY ENGINE COMPANY 255// [REDACTED]
Travel time: 30 Mins.
Car: [REDACTED]

1:00 - 2:00 GET ALARMED EVENT WITH COMMISSIONER NIGRO AND MMV

Location: FDNY Engine Company 255 and Ladder 157, 1367 Rogers Avenue,
Brooklyn
Press Contact: Rosemary Boeglin

Telephone: [REDACTED]

2:00 - 2:30 TRAVEL TIME// CALL [REDACTED]

Code: [REDACTED]

Travel Time: 30 Mins

2:30 - 3:30 [REDACTED]

3:30 - 4:00 [REDACTED]

Location: [REDACTED]

Press Contact: [REDACTED]

Telephone: [REDACTED]

4:00 - 5:00 MBDB: MEETING WITH DEAN [REDACTED]

Location: City Hall, The Mayor's Office

5:30 - 6:00 TRAVEL FROM CITY HALL TO GRACIE MANSION

6:00 - 7:30 MAYOR'S RECEPTION - 50TH ANNIVERSARY OF LINDSAY ADMINISTRATION

Location: Gracie Mansion

Attendees: 350 guests

Site Contact: Mkada Beach, [REDACTED]

Telephone: Veronica Lake, [REDACTED]

Press Contact: Erin White

Telephone: [REDACTED]

7:30 - 9:00 [REDACTED] MEETING

Location: Gracie Mansion

9:30 - 10:30 DRINKS WITH SPEAKER MMV

CITY HALL STEPS PRESS CONFERENCES

9:00 Public Advocate Letitia James "Crossing Guards" - 20 people

FLONYC SCHEDULE

9:30 - 1:30 [REDACTED]

1:30 - 2:00 CALL WITH RYAN DODGE (GRACIE MANSION)

2:15 - 3:00 MEETING WITH COUNCILMAN COREY JOHNSON (GRACIE MANSION)

3:15 - 4:00 MEETING WITH ASSEMBLYMAN ANDREW HEVESI (GRACIE MANSION)

4:00 - 6:00 [REDACTED]

6:00 - 7:30 ATTEND MAYOR'S RECEPTION - 50TH ANNIVERSARY OF LINDSAY ADMINISTRATION
(GRACIE MANSION)

From: [Salazar-Rodriguez, Prisca](#)
To: [Viguers, Jonathan](#); [Snyder, Thomas](#); [Almonte, Catherine](#); [Arslanian, Kayla](#); [Zuniga, Andrea](#); [REDACTED]; jfdc@akpdmedia.com
Subject: MBDB: [REDACTED] Call
Date: Saturday, October 31, 2015 3:45:46 PM

This call is being rescheduled for tomorrow.

MBDB: TPA Strategy Call

Scheduled: Saturday, Oct 31, 2015 from 4:00 PM to 4:30 PM

Location: [REDACTED] Code: [REDACTED]

Invitees: Viguers, Jonathan , Snyder, Thomas , Almonte, Catherine , Arslanian, Kayla , Zuniga, Andrea , [REDACTED] , John Del Cecato

Sent from my iPhone

From: [Salazar-Rodriguez, Prisca](#)
To: [Viguers, Jonathan](#); [Snyder, Thomas](#); [Almonte, Catherine](#); [Arslanian, Kayla](#); [Zuniga, Andrea](#); [REDACTED]; jfdc@akpdmedia.com
Subject: RE: MBDB: Travel from Astor Place to Prospect Park Parade Grounds Field [REDACTED] Call
Date: Sunday, November 01, 2015 10:56:06 AM

TPA - Reminder that this call will take place during travel time-

Call in # [REDACTED] Code: [REDACTED]

You should have it on your schedule for 2pm.

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

From: Salazar-Rodriguez, Prisca
Sent: Friday, October 30, 2015 4:31 PM
To: Salazar-Rodriguez, Prisca; Viguers, Jonathan; Snyder, Thomas; Almonte, Catherine; Arslanian, Kayla; Zuniga, Andrea; [REDACTED]; jfdc@akpdmedia.com
Subject: MBDB: Travel from Astor Place to Prospect Park Parade Grounds Field [REDACTED] Call
When: Sunday, November 01, 2015 2:00 PM-2:30 PM (UTC-05:00) Eastern Time (US & Canada).
Where: [REDACTED] Code: [REDACTED]

From: [Arslanian, Kayla](#)
To: [Snyder, Thomas](#); [REDACTED]; jfdc@akpdmedia.com
Cc: [Salazar-Rodriguez, Prisca](#); [Viguers, Jonathan](#); [Almonte, Catherine](#)
Subject: Re: 2PM Call w. Mayor
Date: Sunday, November 01, 2015 2:21:22 PM

Just heard from Mayor - he'll be on the line in 8-10 mins.

Sent from my iPhone

On Nov 1, 2015, at 1:58 PM, Arslanian, Kayla <KArslanian@cityhall.nyc.gov> wrote:

Hi team -

Am managing conference calls remotely today, and Mayor said he wld give signal when he's ready to dial in. We just wrapped our sked call abt 15 mins ago - trying to get a sense from him whether we're delayed for TPA call. So pls standby - will keep you posted!

From: Salazar-Rodriguez, Prisca
Sent: Saturday, October 31, 2015 4:22 PM
Required: Salazar-Rodriguez, Prisca; Viguers, Jonathan; Snyder, Thomas; Almonte, Catherine; Arslanian, Kayla; Zuniga, Andrea; [REDACTED]; jfdc@akpdmedia.com
Subject: MBDB: Travel from Astor Place to Prospect Park Parade Grounds Field 5//TPA Strategy Call
When: Sunday, November 01, 2015 2:00 PM-2:30 PM.
Where: [REDACTED] Code: [REDACTED]

From: [Arslanian, Kayla](#)
To: [Snyder, Thomas](#); [John Del Cecato](#); [REDACTED]
Cc: [Salazar-Rodriguez, Prisca](#); [Viguers, Jonathan](#); [Almonte, Catherine](#)
Subject: RE: MBDB: [REDACTED] Call
Date: Sunday, November 01, 2015 4:59:32 PM

Hi all -

Same deal as before. Pls be on standby; will ping you to dial-in when MBDB is ready. Thanks!

From: Salazar-Rodriguez, Prisca
Sent: Sunday, November 01, 2015 3:47 PM
Required: Salazar-Rodriguez, Prisca; Snyder, Thomas; John Del Cecato; [REDACTED];
Arslanian, Kayla; Viguers, Jonathan; Almonte, Catherine
Subject: MBDB: TPA Strategy Call
When: Sunday, November 01, 2015 5:00 PM-5:30 PM.
Where: [REDACTED] Code: [REDACTED]

From: [Arslanian, Kayla](#)
To: [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [John Del Cecato](#); [REDACTED]; [Viguers, Jonathan](#); [Almonte, Catherine](#)
Subject: DIAL IN NOW: [REDACTED] Call
Date: Sunday, November 01, 2015 5:04:08 PM

[REDACTED]
Code: [REDACTED]

From: Salazar-Rodriguez, Prisca
Sent: Sunday, November 01, 2015 3:47 PM
Required: Salazar-Rodriguez, Prisca; Snyder, Thomas; John Del Cecato; [REDACTED]; Arslanian, Kayla; Viguers, Jonathan; Almonte, Catherine
Subject: MBDB: TPA Strategy Call
When: Sunday, November 01, 2015 5:00 PM-5:30 PM.
Where: [REDACTED] [REDACTED]

From: [Walzak, Phil](#)
To: [Wolfe, Emma](#); [Salazar-Rodriguez, Prisca](#); [Thornton, Demetrius](#); [Everett, Matt](#); [Griffith, Chantell](#); [Da Costa, Ricky](#); [Fuleihan, Dean \(OMB\)](#); [John, Roxanne](#); [Reisman, Lisette](#); [Leopold, Elana](#); [Louis Espiritusanto, Jose](#); [Darlington, Mandy \(OMB\)](#); [Zuniga, Andrea](#); [Shorris, Anthony](#); [Schnake Mahl, Gabriel](#); [John Del Cecato, Snyder, Thomas](#); [Williams, Dominic](#); [Hagelgans, Andrea](#); [Arslanian, Kayla](#); [Hinton, Karen](#); [Ko, Eunice](#); [Wiley, Maya](#); [Caquias, Paula](#); ["jonathan@berlinrosen.com"](#); [Fialkoff, Gabrielle](#)
Subject: Re: MBDB: Weekly Planning Meeting
Date: Sunday, November 01, 2015 7:03:45 PM

I have family in town and was to have dinner tmrw nite

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

From: Wolfe, Emma
Sent: Sunday, November 1, 2015 6:37 PM
To: Salazar-Rodriguez, Prisca; Thornton, Demetrius; Everett, Matt; Griffith, Chantell; Da Costa, Ricky; Walzak, Phil; Fuleihan, Dean (OMB); John, Roxanne; Reisman, Lisette; Leopold, Elana; Louis Espiritusanto, Jose; Darlington, Mandy (OMB); Zuniga, Andrea; Shorris, Anthony; Schnake Mahl, Gabriel; John Del Cecato; Snyder, Thomas; Williams, Dominic; Hagelgans, Andrea; Arslanian, Kayla; Hinton, Karen; Ko, Eunice; Wiley, Maya; Caquias, Paula; 'jonathan@berlinrosen.com'; Fialkoff, Gabrielle
Subject: RE: MBDB: Weekly Planning Meeting

will call in for part of it but have family commitment.

From: Salazar-Rodriguez, Prisca
Sent: Sunday, November 01, 2015 4:52 PM
To: Thornton, Demetrius; Everett, Matt; Griffith, Chantell; Da Costa, Ricky; Walzak, Phil; Fuleihan, Dean (OMB); John, Roxanne; Reisman, Lisette; Leopold, Elana; Louis Espiritusanto, Jose; Darlington, Mandy (OMB); Zuniga, Andrea; Shorris, Anthony; Schnake Mahl, Gabriel; John Del Cecato; Snyder, Thomas; Williams, Dominic; Hagelgans, Andrea; Arslanian, Kayla; Hinton, Karen; Ko, Eunice; Wiley, Maya; Wolfe, Emma; Caquias, Paula; 'jonathan@berlinrosen.com'; Fialkoff, Gabrielle
Subject: RE: MBDB: Weekly Planning Meeting

Since the Mayor is traveling on Thursday and Friday of this week our planning meeting will be tomorrow night.

If you can't make it but will call in please let me know.

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

From: Salazar-Rodriguez, Prisca
Sent: Friday, October 30, 2015 1:31 PM
To: Salazar-Rodriguez, Prisca; Thornton, Demetrius; Everett, Matt; Griffith, Chantell; Da Costa, Ricky; Walzak, Phil; Fuleihan, Dean (OMB); John, Roxanne; Reisman, Lisette; Leopold, Elana; Louis Espiritusanto, Jose; Darlington, Mandy (OMB); Zuniga, Andrea; Shorris, Anthony; Schnake Mahl, Gabriel; John Del Cecato; Snyder, Thomas; Williams, Dominic; Hagelgans, Andrea; Arslanian, Kayla; Hinton, Karen; Ko, Eunice; Wiley, Maya; Wolfe, Emma; Caquias, Paula; 'jonathan@berlinrosen.com'; Fialkoff, Gabrielle
Subject: MBDB: Weekly Planning Meeting
When: Monday, November 02, 2015 6:45 PM-8:15 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Gracie Mansion ---- [REDACTED] code [REDACTED]

From: [Salazar-Rodriguez, Prisca](#)
To: [B: FLONYC](#)
Bcc: [@MiniGroup:](#) [REDACTED]; [John Del Cecato](#)
Subject: UPDATED MINI SCHEDULE - Monday, November 2, 2015
Date: Sunday, November 01, 2015 8:06:24 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, November 2, 2015

WEATHER: Hi of 66. Low of 52. Partly Cloudy
ATTIRE: Business
NOTES: [REDACTED]

6:30 - 7:00 TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 [REDACTED]
[REDACTED] [REDACTED]

9:00 - 9:30 TRAVEL FROM [REDACTED] TO CITY HALL // [REDACTED] CALL
* [REDACTED]
Travel Time: 30 Mins.
Car: MBdB

9:30 - 10:00 PREP [REDACTED]
Location: City Hall, The Mayor's Office

10:00 - 10:30 PREP [REDACTED]
Location: City Hall, The Mayor's Office

10:30 - 11:30 [REDACTED]
Location: [REDACTED]

11:30 - 12:30 MEETING WITH RACHEL LAUTER
Location: City Hall, The Mayor's Office

12:30 - 1:00 TRAVEL FROM CITY HALL TO FDNY ENGINE COMPANY 255 //PREP TIME
Travel Time: 30 Mins.
Car: [REDACTED]

1:00 - 2:00 GET ALARMED EVENT WITH COMMISSIONER NIGRO AND MMV
Location: FDNY Engine Company 255 and Ladder 157, 1367 Rogers Avenue,
Brooklyn

Staff Contact: Jerika Richardson

Telephone: [REDACTED]

Press Contact: Rosemary Boeglin

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

Setup: Press Conference/Community Outreach Event [REDACTED]

Remarks: Prepared

Press: Open

2:00 - 2:30 TRAVEL FROM 1367 ROGERS AVENUE, BROOKLYN TO CITY HALL //

CALL [REDACTED]

Call in # [REDACTED]

Code # [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

2:30 - 3:30

Location: City Hall, The Mayor's Office

3:30 - 4:00

Location: [REDACTED]

Press Contact: [REDACTED]

Telephone: [REDACTED]

4:00 - 5:00

MEETING WITH DEAN [REDACTED]

Location: City Hall, The Mayor's Office

5:30 - 6:00

TRAVEL FROM CITY HALL TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

6:00 - 6:35

MAYOR'S RECEPTION - 50TH ANNIVERSARY OF LINDSAY ADMINISTRATION

Location: Gracie Mansion

Site Contact: Mkada Beach, [REDACTED]

Telephone: Veronica Lake, [REDACTED]

Press Contact: Erin White

Telephone: [REDACTED]

Setup: Cocktail reception with speaking program

6:45 - 8:15

[REDACTED] MEETING

Location: Gracie Mansion

8:30 - 9:30

(T) DRINKS WITH SPEAKER MMV

Location: TBD

CITY HALL STEPS PRESS CONFERENCES

9:00 Public Advocate Letitia James "Crossing Guards" - 20 people

FLONYC SCHEDULE

9:30 - 1:30



1:30 - 2:00 CALL WITH RYAN DODGE (GRACIE MANSION)

2:15 - 3:00 MEETING WITH COUNCILMAN COREY JOHNSON (GRACIE MANSION)

3:15 - 4:00 MEETING WITH ASSEMBLYMAN ANDREW HEVESI (GRACIE MANSION)

4:00 - 6:00



6:00 - 7:30 ATTEND MAYOR'S RECEPTION - 50TH ANNIVERSARY OF LINDSAY ADMINISTRATION
(GRACIE MANSION)

From: [B](#)
To: [John Del Cecato; Snyder, Thomas](#)
Subject: Re: So I can understand better
Date: Monday, November 02, 2015 3:24:09 PM

[REDACTED]

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

From: John Del Cecato <jfdc@akpdmmedia.com>
Date: Mon, 2 Nov 2015 20:01:24
To: B<BCCD@cityhall.nyc.gov>; Snyder, Thomas<TSnyder@cityhall.nyc.gov>
Subject: Re: So I can understand better

[REDACTED]

https://www.linkedin.com/profile/view?id=ACgAAARixxQBDL_HsP_QyMIQ5wTDRgON8T1i-3c&authType=name&authToken=bbUX

On 11/2/15, 2:55 PM, "B" <BCCD@cityhall.nyc.gov> wrote:

>
>
>
>
>

From: [Snyder, Thomas](#)
To: [John Del Cecato](#)
Subject: Re: So I can understand better
Date: Monday, November 02, 2015 4:20:05 PM

[REDACTED]

On 11/2/15, 3:01 PM, "John Del Cecato" <jfdc@akpdmedia.com> wrote:

[REDACTED]

>
> https://www.linkedin.com/profile/view?id=ACgAAARixxQBDI_HsP_OvMIO5wTDRgON8
> T
> 1i-3c&authType=name&authToken=bbUX
>
> On 11/2/15, 2:55 PM, "B" <BCCD@cityhall.nyc.gov> wrote:
>
>>

[REDACTED]

>>
>>
>

From: [John Del Cecato](#)
To: [B: Snyder, Thomas](#); [Walzak, Phil](#)
Subject: The Atlantic
Date: Monday, November 02, 2015 5:42:22 PM

Stiglitz: Here's How to Fix Inequality

If there's one thing Joseph Stiglitz wants to say about inequality, it's that it has been a choice, not an unexpected, unfortunate economic outcome. That's unnerving, but it also means that citizens and politicians have the opportunity to fix the problem before it gets worse.

In his new book, *Rewriting the Rules of the American Economy: An Agenda for Growth and Shared Prosperity*, Stiglitz, a Nobel-prize winning economist and a professor at Columbia University asks the question “Can the rules of America’s economy be rewritten to benefit everyone—not just the wealthy?” The answer, he insists, is yes.

Stiglitz describes the current situation as “a stark picture of a world gone wrong”: He notes that 91 percent of all income growth between 2009 and 2012 was enjoyed by the wealthiest 1 percent of Americans. In the first half of the book, Stiglitz focuses on the practices and policies that have gotten the country to this point. It is a familiar story: The demise of labor unions, the increasing financialization of the economy, and the lack of wealth-building opportunities in minority communities have made the rich richer while leaving everyone else to flounder. He lists off a bevy of other contributors too: weak wages, ineffective regulation and federal oversight, and a focus on short-term versus long-term growth, which embodies a preference for rewarding shareholders over workers and consumers.

Stiglitz also notes that despite advancements in technology, which should—in theory—increase efficiency and lower costs, consumers are paying more in fees for financial services, which enriches big banks and companies while siphoning money out of the middle class. All of these things, he says, have created a society with a gaping hole, not only in its economic makeup, but in

its morality.

Stiglitz spends the latter portion of the book laying out how to fix things. Like his primer on how inequality came to be, the solutions cover everything from fiscal policy to corporate boardrooms to retirement savings. His overview doesn't prioritize pragmatism: A solution that only involves overhauling the few things that everyone agrees need to be overhauled is no solution at all, he argues.

Instead, he swings for the fences, suggesting a massive revision in the way the U.S. economy does business. First up is the attempt to tame what is called rent-seeking—the practice of increasing wealth by taking it from others rather than generating any actual economic activity. Lobbying, for example, allows large companies to spend money influencing laws and regulations in their favor, but lobbying itself isn't helpful for the economy besides creating a small number of jobs in Washington; it produces nothing but helps an already rich and influential group grow more rich and more influential. Stiglitz suggests that reducing rent-seeking is critical to reining in inequality, especially when it comes to complex issues such as housing prices, patents, and the power that large corporations wield.

To overhaul these behaviors and the policies that support it, Stiglitz says that America should give up what he deems the “incorrect and outdated” belief in supply-side economics, which grows from the premise that regulation and taxes dampen business opportunities and economic growth. Instead, massive changes to tax laws, regulations, and the financial sector are needed, he says, in order to curb rent-seeking. For instance, increasing tax rates, ending preferential treatment for top earners, and refining the tax code would decrease incentives to amass extreme amounts of wealth, since it would be so heavily taxed, and that tax would be difficult to shirk. Stiglitz suggests a 5 percent increase to the tax rate of the top 1 percent of earners—a move that he says would raise as much as \$1.5 trillion over 10 years. He also calls for a “fair tax,” which would eliminate preferential tax treatment for money earned from capital gains and dividends—perks enjoyed primarily by people who can afford to own a lot of stock.

To further ensure that corporations, markets, and individuals aren't pursuing profits at the expense of workers and the public, Stiglitz calls for a more active central bank. He accuses the Fed of being both too narrowly focused on macroeconomic indicators, and too deferential to the businesses

and markets it has the ability to regulate. He wants the government to sponsor a homeownership agency that would dole out housing loans in a way that encourages buyers instead of developers and would closely monitor the market for fairness.

Stiglitz's thoroughness is admirable, but his prescriptions can be overwhelming, given how much it would take to make each change. The agenda also includes emphasizing the goal of full employment rather than focusing on the sometimes reductive unemployment figures; investment in public infrastructure; better access to financial services, childcare, health care, and paid leave; and strengthened opportunities for collective bargaining. Oh, and better wages for workers, and more corporate transparency, too.

Actually implementing all of these changes would require a complete shift in American policy and practice. The world that Stiglitz envisions in his book, one where all citizens can enjoy the promise of education, employment, housing, and a secure retirement seems at once like the realization of the American dream and an unattainable utopia.

From: [Hinton, Karen](#)
To: [Walzak, Phil](#)
Cc: [Hagelgans, Andrea](#); [Adams Baker, Marti](#); [Jonathan Rosen](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#); [Geri Prado](#)
Subject: Re: from Alan Colmes
Date: Monday, November 02, 2015 6:17:31 PM
Attachments: [image001.png](#)
[image001.png](#)

[REDACTED]

Sent from my iPhone

On Nov 2, 2015, at 5:50 PM, Walzak, Phil <PWalzak@cityhall.nyc.gov> wrote:

[REDACTED]

From: Colmes, Alan [<mailto:alan.colmes@FOXNEWS.COM>]
Sent: Monday, November 02, 2015 10:47 AM
To: Walzak, Phil
Subject: FW: from Alan Colmes

Hi Phil,

Can I get a yay or nay on Nov. 17.
Or is there something else we can do if that doesn't work?

Alan

From: Colmes, Alan
Sent: Friday, October 30, 2015 9:31 AM
To: Walzak, Phil
Subject: Re: from Alan Colmes

Phil,

If I can get an update on this request it would be very helpful so I can let them know.

If the mayor is unavailable I have the Pope standing by who is a bit easier to book <image001.png>

Much appreciated!

Alan

From: Colmes, Alan
Sent: Monday, October 26, 2015 10:43 AM

To: Walzak, Phil
Subject: FW: from Alan Colmes

Phil,

Double checking to make sure you saw this.
Is this a possibility?

Alan

From: Colmes, Alan
Sent: Wednesday, October 21, 2015 11:48 AM
To: 'Walzak, Phil'
Subject: RE: from Alan Colmes

Phil,

Here's an idea:

I've been invited to interview a newsmaker at the Harvard Club on Tuesday, November 17, at the Radio Ink conference. Radio Ink is a leading industry publication that is read by top media people. Would the mayor consider joining me there for an interview in front of industry professionals? We could also use the interview on my radio show, so there would be much bang for the buck. Good press will come out of it.

Here is what Radio Ink is putting out:

Radio Ink cordially invites you to participate in a live, onstage interview with Fox News Radio's highly respected Alan Colmes at *Forecast*, the radio industry's premier financial summit. *Forecast 2016* that will be presented at the elegant Harvard Club in New York City on November 17, 2015. We would be happy to try to arrange a time convenient to your schedule.

In what has become an industry tradition, *Forecast 2016* will be the 13th in a series of compelling economic forecast conferences presented by *Radio Ink*, the leading broadcast trade publication.

The executives who typically attend *Forecast* control radio's top groups, commanding over 70% of the revenue generated each year on thousands of stations across the country. Their decision making power impacts all areas of radio, from what goes over the air to what goes to the bottom line. These leading radio executives would truly appreciate your insight and perspective on

the future of business, media and the country. <http://www.radioinkforecast.com/>

[Radio Ink Forecast](http://www.radioinkforecast.com/)

www.radioinkforecast.com

Radio Ink Forecast Provides the Most Accurate, Up-to-the-Second Data and Trends to Enable You to Plan for 2016.



Previous speakers and participants include Bob Pittman, Steve Rattner, John Bogle, Governor Mike Huckabee, Andrew Ross Sorkin, Arianna Huffington, Dave Ramsey, Ron Insana, Steve Forbes, Lou Dobbs, Sean Hannity, Laura Ingraham, Jim Cramer, Ralph Nader, Rita Cosby, Stewart Alsop, Mort Zuckerman, Monica Crowley and Alan Colmes.

Hundreds of top tier executives and CEOs from radio's elite circle, including companies such as iHeart, Cumulus/Westwood One, CBS, Univision, Entercom, Spanish Broadcasting System and many more, attend *Forecast*. Also in attendance are high level decision makers from the media finance and investment community, Wall Street, privately held companies and broker firms.

And immediately following the conference is our annual cocktail reception honoring the "*40 Most Powerful People in Radio*." This invitation only gathering is a highlight of *Forecast* every year and is attended by a "who's who of radio." If your schedule permits, we would be honored to have you join us for the reception as

well.

From: Walzak, Phil [<mailto:PWalzak@cityhall.nyc.gov>]
Sent: Tuesday, October 06, 2015 6:11 PM
To: Colmes, Alan; Adams Baker, Marti
Cc: Williams, Dani; Costantino, Jon
Subject: RE: from Alan Colmes

Working on it
Promise!

From: Colmes, Alan [<mailto:alan.colmes@FOXNEWS.COM>]
Sent: Tuesday, October 06, 2015 11:13 AM
To: Walzak, Phil; Adams Baker, Marti
Cc: Williams, Dani; Costantino, Jon
Subject: RE: from Alan Colmes

Hi Phil and Marti,

Can we come up with a date?

Alan

From: Walzak, Phil [<mailto:PWalzak@cityhall.nyc.gov>]
Sent: Tuesday, September 29, 2015 10:54 AM
To: Colmes, Alan; Adams Baker, Marti
Cc: Williams, Dani; Costantino, Jon
Subject: RE: from Alan Colmes

Looking at some options!
+my colleague Marti Adams

From: Colmes, Alan [<mailto:alan.colmes@FOXNEWS.COM>]
Sent: Tuesday, September 29, 2015 9:37 AM
To: Walzak, Phil
Cc: Williams, Dani; Costantino, Jon
Subject: Re: from Alan Colmes

Hey Phil....checking in.
Can we set a date? <image001.png>

From: Walzak, Phil <PWalzak@cityhall.nyc.gov>
Sent: Tuesday, September 15, 2015 9:45 AM
To: Colmes, Alan
Cc: Williams, Dani; Costantino, Jon

Subject: RE: from Alan Colmes

Lets stay in touch

From: Colmes, Alan [<mailto:alan.colmes@FOXNEWS.COM>]
Sent: Tuesday, September 15, 2015 9:45 AM
To: Walzak, Phil
Cc: Williams, Dani; Costantino, Jon
Subject: Re: from Alan Colmes

great...thanks very much, Phil
Including my booker and producer, Dani and John here.

From: Walzak, Phil <PWalzak@cityhall.nyc.gov>
Sent: Tuesday, September 15, 2015 9:26 AM
To: Colmes, Alan
Subject: Re: from Alan Colmes

Yes I am workin on this
Think we will have something

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

From: Colmes, Alan
Sent: Tuesday, September 15, 2015 9:25 AM
To: Walzak, Phil
Subject: Re: from Alan Colmes

Hi Phil....following up....
One other thing of note is that we have a strong presence on social media
which helps spread our work. I'd really like to get the mayor's message out
there.
Can we arrange something?

Thanks very much for any consideration.

Alan

From: Walzak, Phil <PWalzak@cityhall.nyc.gov>
Sent: Tuesday, September 8, 2015 1:33 PM
To: Colmes, Alan
Subject: RE: from Alan Colmes

Thanks for your message, let me take a look

From: Colmes, Alan [<mailto:alan.colmes@FOXNEWS.COM>]
Sent: Tuesday, September 08, 2015 8:56 AM
To: Walzak, Phil
Subject: from Alan Colmes

Hi Phil,

I caught the tail end of the mayor on Morning Joe before Christie came on and made ridiculous comments that went unchallenged. I'd like to re-extend an invitation for the mayor to appear on my radio show. There are only a few of us on the left who do national shows and we offer a platform that includes about 75 radio stations, Sirius/XM, our app, and online streaming. The power and effectiveness of talk radio is understood and harnessed by conservatives, but I've been trying for years to get more liberals to understand its value.

Can we please arrange an interview?

Best Wishes,
Alan

This message and its attachments may contain legally privileged or confidential information. It is intended solely for the named addressee. If you are not the addressee indicated in this message (or responsible for delivery of the message to the addressee), you may not copy or deliver this message or its attachments to anyone. Rather, you should permanently delete this message and its attachments and kindly notify the sender by reply e-mail. Any content of this message and its attachments that does not relate to the official business of Fox News or Fox Business must not be taken to have been sent or endorsed by either of them. No representation is made that this email or its attachments are without defect.





From: [Salazar-Rodriguez, Prisca](#)
To: [B; FLONYC](#)
Bcc: [@MiniGroup](#); [REDACTED]; [John Del Cecato](#); [Boeglin, Rosemary](#); [Klein, Monica](#)
Subject: MINI SCHEDULE - Monday, November 2, 2015
Date: Monday, November 02, 2015 6:39:08 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, November 2, 2015

WEATHER: Hi of 72. Low of 53. Sunny

ATTIRE: Business

NOTES: [REDACTED]
[REDACTED]
[REDACTED]

6:30 - 7:00 TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 [REDACTED]
[REDACTED] [REDACTED]

9:00 - 9:30 TRAVEL FROM [REDACTED] TO 524 PARK AVENUE // [REDACTED] CALL WITH
MONICA
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:30 REMARKS AT PARTNERSHIP OF FAITH MEETING
Location: Christ Church NYC, 524 Park Avenue, New York, NY
Site Contact: Mary Burns-Hoff
Telephone: [REDACTED]
Staff Contact: Harold Miller
Telephone: [REDACTED]
Setup: Roundtable meeting
Press: Closed

10:30 - 11:30 TRAVEL FROM 524 PARK AVENUE TO 1205 MANHATTAN AVENUE, BROOKLYN
Travel Time: 1 Hr.
Car: [REDACTED]

10:30 - 11:00 [REDACTED] PREP - WHILE TRAVELING
Call in # [REDACTED]
Code: [REDACTED]
Press Contact: Karen Hinton / Peter Kadushin

Telephone: [REDACTED] / [REDACTED]

11:00 - 11:30 [REDACTED] PREP – WHILE TRAVELING

Call in # [REDACTED]

Code: [REDACTED]

Press Contact: Wiley Norvell

Telephone: [REDACTED]

11:30 - 12:30 INDUSTRIAL POLICY ANNOUNCEMENT WITH MMV [INCLUDING OFF-TOPIC]

Location: Greenpoint Manufacturing & Design Center, 1205 Manhattan Avenue, Brooklyn, NY 11222

Staff Contact: Lindsay Greene

Telephone: [REDACTED]

Press Contact: Wiley Norvell

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

Press: Open

12:30 - 1:00 TRAVEL FROM 1205 MANHATTAN AVENUE, BROOKLYN TO PARK SLOPE BRANCH PUBLIC LIBRARY, 431 6TH AVENUE BROOKLYN

Travel Time: 30 Mins.

Car: [REDACTED]

12:30 – 1:00 [REDACTED]

1:00 - 1:15 VOTE

Location: Park Slope Branch Public Library, 431 6th Avenue Brooklyn

Press Contact: Natalie Grybauskas

Telephone: [REDACTED]

1:15 - 1:30 [REDACTED]

Location: 386 Flatbush Avenue Ext, Brooklyn

1:30 - 2:00 TRAVEL FROM BROOKLYN TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

1:30 – 2:00 CALL WITH DM BUERY

*YOU CALL HIM ON HIS CELL [REDACTED]

2:00 - 3:00 [REDACTED] MEETING WITH MARC PERRONE & STU APPLEBAUM

Location: Gracie Mansion

3:00 - 4:00

[REDACTED]

Location:

[REDACTED]

Staff Contact:

[REDACTED]

Telephone:

[REDACTED] / [REDACTED]

4:00 - 5:00

[REDACTED] BRIEFING WITH FLONYC & DM BUERY

Location: Gracie Mansion

Staff Contact: Kayla Arslanian / Catherine Almonte

Telephone:

[REDACTED] / [REDACTED]

5:00 - 6:30

[REDACTED]

Location: Gracie Mansion

Staff Contact: Kayla Arslanian / Catherine Almonte

Telephone:

[REDACTED] / [REDACTED]

7:00 - 8:30

[REDACTED] MEETING

Location: Gracie Mansion

CITY HALL STEPS PRESS CONFERENCES

None Scheduled

FLONYC SCHEDULE

9:05 - 9:30

[REDACTED]

11:00 - 12:00

[REDACTED]

12:00 - 12:30

PHONE INTERVIEW W/ KATIE ARNOLD-RATLIFF, O MAGAZINE

1:00 - 4:00

[REDACTED]

4:00 - 5:00

[REDACTED] BRIEFING WITH MBDB & DM BUERY

7:00 - 8:30

[REDACTED] MEETING

From: [Salazar-Rodriguez, Prisca](#)
To: [B; FLONYC](#)
Bcc: [@MiniGroup; \[REDACTED\]; John Del Cecato; Klein, Monica; Boeglin, Rosemary](#)
Subject: UPDATED MINI SCHEDULE - Tuesday, November 3, 2015
Date: Monday, November 02, 2015 6:41:32 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, November 3, 2015

WEATHER: Hi of 72. Low of 53. Sunny

ATTIRE: Business

NOTES: [REDACTED]
[REDACTED]
[REDACTED]

6:30 - 7:00 TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 [REDACTED]
[REDACTED] [REDACTED]

9:00 - 9:30 TRAVEL FROM [REDACTED] TO 524 PARK AVENUE // [REDACTED]
[REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:30 REMARKS AT PARTNERSHIP OF FAITH MEETING
Location: Christ Church NYC, 524 Park Avenue, New York, NY
Site Contact: Mary Burns-Hoff
Telephone: [REDACTED]
Staff Contact: Harold Miller
Telephone: [REDACTED]
Setup: Roundtable meeting
Press: Closed

10:30 - 11:30 TRAVEL FROM 524 PARK AVENUE TO 1205 MANHATTAN AVENUE, BROOKLYN
Travel Time: 1 Hr.
Car: [REDACTED]

10:30 - 11:00 [REDACTED] PREP - WHILE TRAVELING
[REDACTED]
Code: [REDACTED]
Press Contact: Karen Hinton / Peter Kadushin

Telephone: [REDACTED] / [REDACTED]

11:00 - 11:30 [REDACTED] PREP – WHILE TRAVELING

Code: [REDACTED]

Press Contact: Wiley Norvell

Telephone: [REDACTED]

11:30 - 12:30 INDUSTRIAL POLICY ANNOUNCEMENT WITH MMV [INCLUDING OFF-TOPIC]

Location: Greenpoint Manufacturing & Design Center, 1205 Manhattan Avenue, Brooklyn, NY 11222

Staff Contact: Lindsay Greene

Telephone: [REDACTED]

Press Contact: Wiley Norvell

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

Press: Open

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Travel Time: 30 Mins.

Car: [REDACTED]

12:30 – 1:00 [REDACTED] [REDACTED]

1:00 - 1:15 VOTE

Location: Park Slope Branch Public Library, 431 6th Avenue Brooklyn

Press Contact: Natalie Grybauskas

Telephone: [REDACTED]

1:15 - 1:30 [REDACTED]
[REDACTED]

Location: 386 Flatbush Avenue Ext, Brooklyn

1:30 - 2:00 TRAVEL FROM BROOKLYN TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

1:30 – 2:00 CALL WITH DM BUERY

*YOU CALL HIM ON HIS CELL [REDACTED]

2:00 - 3:00 [REDACTED]

Location: [REDACTED]

3:00 - 4:00

[REDACTED]

Location:

[REDACTED]

Staff Contact:

[REDACTED]

Telephone:

[REDACTED] / [REDACTED]

4:00 - 5:00

[REDACTED] BRIEFING WITH FLONYC & DM BUERY

Location: Gracie Mansion

Staff Contact: Kayla Arslanian / Catherine Almonte

Telephone:

[REDACTED] / [REDACTED]

5:00 - 6:30

[REDACTED]

Location: Gracie Mansion

Staff Contact: Kayla Arslanian / Catherine Almonte

Telephone:

[REDACTED] / [REDACTED]

7:00 - 8:30

[REDACTED] MEETING

Location: Gracie Mansion

CITY HALL STEPS PRESS CONFERENCES

None Scheduled

FLONYC SCHEDULE

9:05 - 9:30 VOTE

11:00 - 12:00

[REDACTED]

12:00 - 12:30

PHONE INTERVIEW W/ KATIE ARNOLD-RATLIFF, O MAGAZINE

1:00 - 4:00

[REDACTED]

4:00 - 5:00

[REDACTED] BRIEFING WITH MBDB & DM BUERY

7:00 - 8:30

[REDACTED] MEETING

From: [Gunaratna, Mahen](#)
To: ["John Del Cecato"](#)
Subject: FW: NEW REPUBLIC: When Endorsements Matter: Marco Rubio and the Race to Win the Invisible Primary
Date: Tuesday, November 03, 2015 2:08:51 PM

From: Clips
Sent: Tuesday, November 03, 2015 1:58 PM
Subject: NEW REPUBLIC: When Endorsements Matter: Marco Rubio and the Race to Win the Invisible Primary

When Endorsements Matter: Marco Rubio and the Race to Win the Invisible Primary
THE NEW REPUBLIC - Laura Reston
<http://www.newrepublic.com/article/123332/marco-rubio-and-race-win-invisible-primary>

his week, Marco Rubio received a boost that may be just as important as the glowing press coverage he has received since the last Republican debate. Cory Gardner, the freshman senator from Colorado, announced Monday that he would back Rubio in the 2016 primary race, just two days after Paul Singer—an influential Republican donor with billions at his disposal—did the same.

For Rubio, these endorsements could have a dramatic effect, rallying donors, party leaders, and voters behind him in the final months before the Iowa caucuses. With their backing, Rubio could make a serious play to become the establishment pick for the nomination.

“These endorsements are very important in providing a signal to other people in the party that Rubio is the man to beat, that he has the best chance to break free of the pack,” said Martin Cohen, a professor of political science at James Madison University, in an interview.

But the latest developments also highlight a divergence in when these endorsements matter. While they remain critically important for underdog candidates like Rubio—and played a big role in Barack Obama's insurgent campaign in 2008—endorsements hold very little sway in the current Democratic primary. Hillary Clinton has already shored up more than enough support to demonstrate that the Democratic establishment backs her. This was painfully evident when Bill de Blasio, the liberal mayor of New York City, gave his endorsement to Clinton after months of holding it out to entice more progressive proposals from the candidate. Clinton's team announced the endorsement in a round-up of 87 mayors who had backed her campaign.

We are in the midst of what political scientists call “the invisible primary,” the year before the Iowa caucuses when candidates compete for campaign operatives, donors, and endorsements. Behind closed doors, party leaders are weighing the candidates, looking for the one to unite their party.

In their 2008 book *The Party Decides*, Cohen and his coauthors David Karol, Hans Noel, and John Zaller found that endorsements are often the best predictor of the eventual nominee. Using data from elections between 1980 and 2004, they demonstrated that “early endorsements in the invisible primary are the most important cause of candidate success in the state primaries and caucuses.”

Their findings are somewhat counterintuitive. Sweeping electoral reforms during the 1970s were intended to give voters the power to pick their nominee, wresting the nominating process away from party strongmen like William “Boss” Tweed, who ran New York politics for decades. However, *The Party Decides* demonstrated that political parties still wield enormous power in primaries, effectively selecting a frontrunner months before voters make it to the caucuses or ballot boxes.

As a result, the media keeps detailed tallies of endorsements collected by each candidate in the hopes that they predict the eventual winner. Throughout the summer, Rubio was something of an afterthought in the political press, after underperforming in both polls and fundraising tallies. But when Gardner on Monday appeared on Fox News—announcing that “Marco Rubio presents this nation with the greatest possibilities and opportunities to meet the challenges of this generation”—it signaled change was afoot.

“Endorsements early on can really pick somebody up who may not be doing that well in the polls and vault him into a good position,” Cohen said.

Gardner carries particular weight among Republicans. He is considered a rising star in Republican ranks, after achieving a razor-thin victory over Senator Mark Udall of Colorado last year. At 41, he could help cement the idea that Rubio is at the vanguard of the next generation of Republican leaders.

“Singer can obviously help financially. Gardner can be helpful in Colorado, and in reinforcing the image of Rubio as the choice of a new generation,” said David Karol, an associate professor at the University of Maryland, in an interview. “But beyond what help they can provide directly, they are also important in that they stepped up. Many people are scared to be the first to make a move. It will probably be easier for others to follow.”

“There could be a bandwagon effect,” Cohen said. “In the next few weeks, he could go to the top of the heap.”

With their support, Rubio could catch up to Bush, who commanded an early lead in endorsements. According to a point system that FiveThirtyEight uses to track endorsements, Bush has 37 points, while Rubio has 13.

Compare that margin to the figures from the Democratic primary. Clinton is practically untouchable when it comes to endorsements. According to FiveThirtyEight, she has already amassed 391 points. Bernie Sanders has two.

“She is clearly established as the most formidable frontrunner we have had in the last 40 years,” Cohen said. “Something very significant would have to happen—maybe a real scandal—for the party leaders to abandon her now.”

This is bad news for Bill de Blasio, who has worked all year to fashion himself as a progressive leader along the lines of Elizabeth Warren. On “Meet the Press” in April, just hours before Clinton formally announced her candidacy, de Blasio told host Chuck Todd that he would wait to endorse her until he saw the details of her economic plan. “We need to see the substance,” he said.

In the six months since then, it has become clear that de Blasio lacks the national stature to make a palpable impact on the race. “Hillary Clinton is in a very strong position already,” Karol said. “De Blasio is not going to give her credibility—she already has credibility. Most people in Iowa don’t know who he is.”

With Clinton riding a wave of support after a successful debate performance in Las Vegas and her Benghazi testimony, de Blasio has had to back away from his efforts to nudge Clinton to the left. “He was trying to become this national progressive leader, but that gambit has not worked,” Karol said. “He climbed out on a limb and has to climb back to a safe place.”

Still, his endorsement does have some significance. It demonstrates that Clinton has successfully begun to unite her party after a summer when its liberal wing looked like it might pose a real fight. And it also shows that single endorsements are virtually meaningless now.

“Hillary Clinton is already the overwhelming favorite of the Democratic Party elite,” Karol said. “De Blasio is not even the icing on the cake, he’s more like one sprinkle.”

From: [John Del Cecato](#)
To: [REDACTED] [Walzak, Phil](#)
Cc: [Hinton, Karen](#); [Hagelgans, Andrea](#); [Adams Baker, Marti](#); [Jonathan Rosen](#)
Subject: Re: from Alan Colmes
Date: Tuesday, November 03, 2015 2:10:33 PM

[REDACTED]

[REDACTED]

[REDACTED]

From: Geri Prado <[REDACTED]>
Date: Monday, November 2, 2015 at 6:18 PM
To: "Walzak, Phil" <PWalzak@cityhall.nyc.gov>
Cc: "Hinton, Karen" <KHinton@cityhall.nyc.gov>, "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov>, "Adams Baker, Marti" <MAAdams@cityhall.nyc.gov>, Jonathan Rosen <jonathan@berlinrosen.com>, John Del Cecato <jfdc@akpdmedia.com>
Subject: Re: from Alan Colmes

[REDACTED]

On Nov 2, 2015, at 5:50 PM, Walzak, Phil <PWalzak@cityhall.nyc.gov> wrote:

[REDACTED]

From: Colmes, Alan [<mailto:alan.colmes@FOXNEWS.COM>]
Sent: Monday, November 02, 2015 10:47 AM
To: Walzak, Phil
Subject: FW: from Alan Colmes

Hi Phil,

Can I get a yay or nay on Nov. 17.
Or is there something else we can do if that doesn't work?

Alan

From: Colmes, Alan
Sent: Friday, October 30, 2015 9:31 AM
To: Walzak, Phil
Subject: Re: from Alan Colmes

Phil,

If I can get an update on this request it would be very helpful so I can let them know.

If the mayor is unavailable I have the Pope standing by who is a bit easier to book <image001.png>

Much appreciated!

Alan

From: Colmes, Alan
Sent: Monday, October 26, 2015 10:43 AM
To: Walzak, Phil
Subject: FW: from Alan Colmes

Phil,

Double checking to make sure you saw this.
Is this a possibility?

Alan

From: Colmes, Alan
Sent: Wednesday, October 21, 2015 11:48 AM
To: 'Walzak, Phil'
Subject: RE: from Alan Colmes

Phil,

Here's an idea:

I've been invited to interview a newsmaker at the Harvard Club on Tuesday, November 17, at the Radio Ink conference. Radio Ink is a leading industry publication that is read by top media people. Would the mayor consider joining me there for an interview in front of industry professionals? We could also use the interview on my radio show, so there would be much bang for the buck. Good press will come out of it.

Here is what Radio Ink is putting out:

Radio Ink cordially invites you to participate in a live, onstage interview with Fox News Radio's highly respected Alan Colmes at *Forecast*, the radio industry's premier financial summit. *Forecast 2016* that will be presented at the elegant Harvard Club in New York City on November 17, 2015. We would be happy to try to arrange a time convenient to your schedule.

In what has become an industry tradition, *Forecast 2016* will be

the 13th in a series of compelling economic forecast conferences presented by *Radio Ink*, the leading broadcast trade publication.

The executives who typically attend *Forecast* control radio's top groups, commanding over 70% of the revenue generated each year on thousands of stations across the country. Their decision making power impacts all areas of radio, from what goes over the air to what goes to the bottom line. These leading radio executives would truly appreciate your insight and perspective on the future of business, media and the country.

<http://www.radioinkforecast.com/>

[Radio Ink Forecast](http://www.radioinkforecast.com/)

www.radioinkforecast.com

Radio Ink Forecast Provides the Most Accurate, Up-to-the-Second Data and Trends to Enable You to Plan for 2016.



Previous speakers and participants include Bob Pittman, Steve Rattner, John Bogle, Governor Mike Huckabee, Andrew Ross Sorkin, Arianna Huffington, Dave Ramsey, Ron Insana, Steve Forbes, Lou Dobbs, Sean Hannity, Laura Ingraham, Jim Cramer, Ralph Nader, Rita Cosby, Stewart Alsop, Mort Zuckerman, Monica Crowley and Alan Colmes.

Hundreds of top tier executives and CEOs from radio's elite circle, including companies such as iHeart, Cumulus/Westwood One, CBS, Univision, Entercom, Spanish Broadcasting System and many more, attend *Forecast*. Also in attendance are high

level decision makers from the media finance and investment community, Wall Street, privately held companies and broker firms.

And immediately following the conference is our annual cocktail reception honoring the *"40 Most Powerful People in Radio."* This invitation only gathering is a highlight of *Forecast* every year and is attended by a "who's who of radio." If your schedule permits, we would be honored to have you join us for the reception as well.

From: Walzak, Phil [<mailto:PWalzak@cityhall.nyc.gov>]
Sent: Tuesday, October 06, 2015 6:11 PM
To: Colmes, Alan; Adams Baker, Marti
Cc: Williams, Dani; Costantino, Jon
Subject: RE: from Alan Colmes

Working on it
Promise!

From: Colmes, Alan [<mailto:alan.colmes@FOXNEWS.COM>]
Sent: Tuesday, October 06, 2015 11:13 AM
To: Walzak, Phil; Adams Baker, Marti
Cc: Williams, Dani; Costantino, Jon
Subject: RE: from Alan Colmes

Hi Phil and Marti,

Can we come up with a date?

Alan

From: Walzak, Phil [<mailto:PWalzak@cityhall.nyc.gov>]
Sent: Tuesday, September 29, 2015 10:54 AM
To: Colmes, Alan; Adams Baker, Marti
Cc: Williams, Dani; Costantino, Jon
Subject: RE: from Alan Colmes

Looking at some options!
+my colleague Marti Adams

From: Colmes, Alan [<mailto:alan.colmes@FOXNEWS.COM>]
Sent: Tuesday, September 29, 2015 9:37 AM
To: Walzak, Phil
Cc: Williams, Dani; Costantino, Jon

Subject: Re: from Alan Colmes

Hey Phil....checking in.

Can we set a date? <image001.png>

From: Walzak, Phil <PWalzak@cityhall.nyc.gov>

Sent: Tuesday, September 15, 2015 9:45 AM

To: Colmes, Alan

Cc: Williams, Dani; Costantino, Jon

Subject: RE: from Alan Colmes

Lets stay in touch

From: Colmes, Alan [<mailto:alan.colmes@FOXNEWS.COM>]

Sent: Tuesday, September 15, 2015 9:45 AM

To: Walzak, Phil

Cc: Williams, Dani; Costantino, Jon

Subject: Re: from Alan Colmes

great...thanks very much, Phil

Including my booker and producer, Dani and John here.

From: Walzak, Phil <PWalzak@cityhall.nyc.gov>

Sent: Tuesday, September 15, 2015 9:26 AM

To: Colmes, Alan

Subject: Re: from Alan Colmes

Yes I am workin on this

Think we will have something

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

From: Colmes, Alan

Sent: Tuesday, September 15, 2015 9:25 AM

To: Walzak, Phil

Subject: Re: from Alan Colmes

Hi Phil....following up....

One other thing of note is that we have a strong presence on social media which helps spread our work. I'd really like to get the mayor's message out there.

Can we arrange something?

Thanks very much for any consideration.

Alan

From: Walzak, Phil <PWalzak@cityhall.nyc.gov>

Sent: Tuesday, September 8, 2015 1:33 PM

To: Colmes, Alan

Subject: RE: from Alan Colmes

Thanks for your message, let me take a look

From: Colmes, Alan [<mailto:alan.colmes@FOXNEWS.COM>]

Sent: Tuesday, September 08, 2015 8:56 AM

To: Walzak, Phil

Subject: from Alan Colmes

Hi Phil,

I caught the tail end of the mayor on Morning Joe before Christie came on and made ridiculous comments that went unchallenged. I'd like to re-extend an invitation for the mayor to appear on my radio show. There are only a few of us on the left who do national shows and we offer a platform that includes about 75 radio stations, Sirius/XM, our app, and online streaming. The power and effectiveness of talk radio is understood and harnessed by conservatives, but I've been trying for years to get more liberals to understand its value.

Can we please arrange an interview?

Best Wishes,

Alan

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From: [Salazar-Rodriguez, Prisca](#)
To: [B: FLONYC](#)
Bcc: [@MiniGroup:](#) [REDACTED]; [John Del Cecato](#)
Subject: UPDATED MINI SCHEDULE - WEDNESDAY - NOVEMBER 04, 2015
Date: Tuesday, November 03, 2015 11:00:20 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, November 4, 2015

WEATHER: Hi of 68. Low of 55. Sunny
ATTIRE: Business
NOTES: [REDACTED]

6:30 - 7:00 TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car : [REDACTED]

7:30 - 8:30 [REDACTED]
[REDACTED] [REDACTED]

9:00 - 9:30 TRAVEL FROM [REDACTED] TO CITY HALL // [REDACTED]
[REDACTED] Y
Travel Time: 30 Mins.
Car : [REDACTED]

9:30 - 10:00 [REDACTED]
Location: [REDACTED]

10:00 - 10:30 REMARKS AT THE MOVA FLAG CEREMONY
Location: City Hall, Plaza

10:30 - 11:00 PREP [REDACTED]
Location: City Hall, The Mayor's Office

11:00 - 12:00 BILL SIGNING AND PUBLIC HEARING FOR INTROS – 210-A, 225-A, 154A, 712-A,
462-A, 644-A
Location: Blue Room
Staff Contact: Jon Paul Lupo
Telephone: [REDACTED]
Press Contact: Natalie Grybauskas
Telephone: [REDACTED]
Press: Open

12:00 - 12:20 MEETING WITH COUNCIL MEMBER ULRICH
Location: City Hall, The Mayor's Office

12:20 - 12:30 [REDACTED] PREP [REDACTED]
Location: City Hall, The Mayor's Office

12:35 - 12:45 LIVE INTERVIEW ON THE JOHN GAMBLING SHOW
970AM REGARDING [REDACTED]
[REDACTED]
Location: [REDACTED]

12:45 - 12:55 TAPED INTERVIEW ON THE JOHN CASTIMITIDIS SHOW
Location: [REDACTED]

1:04 - 1:15 LIVE INTERVIEW WITH 880AM REGARDING JOB CREATION FROM NEW INDUSTRIAL
POLICY
Location: Call In to Newsroom [REDACTED] - [REDACTED]
[REDACTED]
[REDACTED]

1:22 - 1:30 LIVE INTERVIEW WITH 1010WINS [REDACTED] [REDACTED]
[REDACTED]
Location: [REDACTED] Anchor is LARRY KANTER.

2:00 - 3:00 [REDACTED]
Location: [REDACTED]

3:00 - 4:00 [REDACTED]
Location: [REDACTED]

4:00 - 5:00 [REDACTED]
Location: [REDACTED]

5:00 - 5:30 MEETING WITH MAYA WILEY
Location: City Hall, The Mayor's Office

5:30 - 6:30 [REDACTED] MEETING
Location: City Hall, The Blue Room

7:00 - 7:30 TRAVEL FROM CITY HALL TO [REDACTED]

7:30 - 9:00 [REDACTED]

9:00 - 9:30 TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car : [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

12:00PM – Council Member Lanceman “Port Authority & Kuwait Airlines”

20 people

FLONYC SCHEDULE

9:30 - 12:30

[REDACTED]

1:00 - 1:45

MEETING WITH NYS ASSEMBLYMAN RICHARD N. GOTTFRIED

2:00 - 3:45

MAYOR'S FUND

[REDACTED]

3:45 - 4:30

MEETING WITH NYC COUNCILMAN ANDREW COHEN

4:30 - 5:15

[REDACTED]

[REDACTED]

5:15 - 5:30

CALL WITH QUEENS BP MELINDA R. KATZ

7:30 - 9:00

[REDACTED]

From: [Blumm, Kate](#)
To: [John Del Cecato](#); [Walzak, Phil](#); [Hagelgans, Andrea](#); [Wolfe, Emma](#)
Subject: RE: Sen Warren
Date: Wednesday, November 04, 2015 2:26:00 PM

[REDACTED]

From: John Del Cecato [mailto:jfdc@akpdmedia.com]
Sent: Wednesday, November 04, 2015 2:22 PM
To: Blumm, Kate; Walzak, Phil; Hagelgans, Andrea; Wolfe, Emma
Subject: Re: Sen Warren

[REDACTED]

<http://www.bloomberg.com/politics/articles/2015-09-04/hedge-funds-miscalculated-puerto-rico-bond-risk-democrats-say>

From: "Blumm, Kate" <KBlumm@cityhall.nyc.gov>
Date: Wednesday, November 4, 2015 at 2:14 PM
To: "Walzak, Phil" <PWalzak@cityhall.nyc.gov>, "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov>, "Wolfe, Emma" <EWolfe@cityhall.nyc.gov>, John Del Cecato <jfdc@akpdmedia.com>
Subject: Sen Warren

[REDACTED]

[REDACTED]

[REDACTED]

From: [Salazar-Rodriguez, Prisca](#)
To: [B: FLONYC](#)
Bcc: [@MiniGroup:](#) [REDACTED]; [John Del Cecato](#)
Subject: MINI SCHEDULE - Friday, November 6, 2015
Date: Thursday, November 05, 2015 6:45:58 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, November 6, 2015

WEATHER: Hi of 75. Low of 61. Mostly cloudy
ATTIRE: Business

11:00 - 11:30 TRAVEL FROM GRACIE MANSION TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

11:30 - 1:30 [REDACTED]
Location: [REDACTED]

1:30 - 2:00 PREP [REDACTED]
Location: City Hall, The Mayor's Office

2:00 - 2:30 OFF-TOPIC AVAIL
Location: City Hall, The Blue Room
Press Contact: Karen Hinton
Telephone: [REDACTED]
Setup: Press conference set up.
Podium: Yes
Press: Open

2:30 - 4:00 [REDACTED] CALL TIME WITH GABRIELLE FIALKOFF
Location: City Hall, The Mayor's Office

4:00 - 5:00 [REDACTED]
Location: [REDACTED]
[REDACTED] Code: [REDACTED]

5:30 - 6:00 TRAVEL FROM CITY HALL TO GRACIE MANSION
Travel Time: 30 Mins
Car: [REDACTED]

6:00 - 6:30 [REDACTED]

7:00 - 7:30 DEPART GRACIE MANSION TO [REDACTED]

Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

2:00pm – Stations United “Rally for Justice” 100 people

FLONYC SCHEDULE

11:00 - 12:00 [REDACTED]

1:30 - 5:00 [REDACTED]

4:00 - 5:00 [REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [@MiniGroup](#); [Geri Prado](#); [John Del Cecato \(ifdc@akpdmedia.com\)](#)
Subject: MBDB MINI SCHEDULE - SATURDAY, NOVEMBER 7, 2015
Date: Friday, November 06, 2015 6:27:15 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, November 7, 2015

WEATHER: Hi of 64. Low of 47. cloudy
ATTIRE: Business
NOTE: [REDACTED]

10:00 - 10:30 TRAVEL FROM GRACIE MANSION TO [REDACTED] // [REDACTED]
[REDACTED]

Travel Time: 30 Mins.
Car: [REDACTED]

11:00 - 12:00 [REDACTED]
Location: [REDACTED]

12:30 - 1:00 TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No events

FLONYC SCHEDULE
8:30 - 9:30 AM [REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [@MiniGroup](#); [Geri Prado](#); [John Del Cecato \(ifdc@akpdmedia.com\)](#)
Subject: MBDB MINI SCHEDULE - SUNDAY, NOVEMBER 8, 2015
Date: Friday, November 06, 2015 6:32:47 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, November 8, 2015

WEATHER: Hi of 64. Low of 47. cloudy
ATTIRE: Business
NOTE: [REDACTED]

10:00 - 10:30 TRAVEL FROM GRACIE MANSION TO [REDACTED] // [REDACTED]
[REDACTED]

Travel Time: 30 Mins.
Car: [REDACTED]

11:00 - 12:00 [REDACTED]
Location: [REDACTED]

12:30 - 1:00 TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

7:00 - 9:00 [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No events scheduled

FLONYC SCHEDULE

7:00 - 9:00 [REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [@MiniGroup](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#); [Geri Prado](#)
Subject: MBDB MINI SCHEDULE - MONDAY, NOVEMBER 9, 2015
Date: Friday, November 06, 2015 6:51:14 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, November 9, 2015

WEATHER: Hi of 64. Low of 47. cloudy
ATTIRE: Business
NOTES: [REDACTED]

6:30 - 7:00 TRAVEL FROM GRACIE TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 [REDACTED]
[REDACTED] [REDACTED]

9:00 - 9:30 TRAVEL FROM [REDACTED] TO CITY HALL/[REDACTED]

9:30 - 10:30 PREP FOR CONGRESSIONAL DELEGATION MEETING
Location: City Hall, The Mayor's Office

10:30 - 11:30 CONGRESSIONAL DELEGATION MEETING
Location: City Hall, The COW
Staff Contact: Max Sevilla
Telephone: [REDACTED]

11:30 - 12:30 PRESS AVAIL WITH CONGRESSIONAL DELEGATION - INCLUDING OFF-TOPIC

Location: City Hall, The Blue Room
Press Contact: Karen Hinton
Telephone: [REDACTED]

12:30 - 1:30 [REDACTED]
Location: [REDACTED]

1:30 - 2:00 MEETING WITH DEPUTY MAYOR SHORRIS
Location: City Hall, The Mayor's Office

2:00 - 3:00 MEETING REGARDING [REDACTED]
Location: City Hall, The Mayor's Office

3:00 - 4:00

[REDACTED]
Location: [REDACTED]

4:00 - 4:30

[REDACTED]
Location: [REDACTED]

4:30 - 5:00

MEETING WITH RACHEL LAUTER
Location: City Hall, The Mayor's Office

5:00 - 6:00

[REDACTED]

6:00 - 7:00

[REDACTED]
Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

12:00—Public Advocate Letitia James “Child Care” 40 people

FLONYC SCHEDULE

7:30 - 8:30 AM

[REDACTED]

10:30 - 2:00 PM

[REDACTED]

2:00 - 2:15 PM

CALL WITH STATEN ISLAND BP JAMES S. ODDO

2:30 - 2:45 PM

CALL U.S. SENATOR CHARLES E. SCHUMER

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [@MiniGroup](#); [Geri Prado](#); [John Del Cecato \(ifdc@akpdmedia.com\)](#)
Subject: UPDATED MBDB MINI SCHEDULE - SATURDAY, NOVEMBER 7, 2015
Date: Friday, November 06, 2015 7:18:23 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, November 7, 2015

WEATHER: Hi of 64. Low of 47. cloudy
ATTIRE: Business
NOTE: [REDACTED]

10:00 - 10:30 CALL [REDACTED]
Call in#: [REDACTED]
Code: [REDACTED]

11:00 - 11:30 TRAVEL FROM GRACIE MANSION TO [REDACTED] // [REDACTED]
[REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

12:00 - 1:00 [REDACTED]
[REDACTED] [REDACTED]

1:30 - 2:00 TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

3:00 - 4:00 [REDACTED] CALL
Call In #: [REDACTED]
Code: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No events

FLONYC SCHEDULE

8:30 - 9:30 AM [REDACTED]

From: [Boeglin, Rosemary](#)
To: [B: jfdc@akpdmedia.com](mailto:jfdc@akpdmedia.com)
Subject: FULL TEXT: Mayor de Blasio says "vulture hedge funders" partly to blame for Puerto Rico's financial crisis
Date: Saturday, November 07, 2015 5:56:32 PM

Mayor de Blasio says 'vulture hedge funders' partly to blame for Puerto Rico's financial crisis
NEW YORK DAILY NEWS - Jennifer Fermino - November 6, 2015

Speaking a day after he returned from Puerto Rico, Mayor de Blasio on Friday blasted "vulture hedge funders" who he said were part of the reason the embattled island was in such dire financial straights.

"This crisis is, in part, being created by hedge fund managers who are trying to take advantage of the plight of the Puerto Rican people," he said.

He quoted liberal U.S. Sen. Elizabeth Warren (D-Mass.) in calling them "vulture hedge funders" and said they are "literally trying to make a profit off the financial danger facing Puerto Rico."

"We can't let that happen," he added.

The island is saddled with \$72 billion in debt, and its government is on the verge of insolvency.

Kathryn Wylde, president of the pro-business Partnership for NYC, said it's a "complicated" situation that wasn't created by greedy bankers.

"The crisis ... was triggered by the loss of a major U.S. tax incentive that drove the economy for years, together with the failure of the Puerto Rican government to adjust to the new fiscal reality when that tax subsidy ended," she said.

■

From: [John Del Cecato](#)
To: [B](#)
Subject: Re: Seeking wisdom
Date: Sunday, November 08, 2015 1:51:55 PM

Just back from fishing - can talk now

> On Nov 8, 2015, at 10:54 AM, B <BCCD@cityhall.nyc.gov> wrote:

>

>

> When's good to reach you today? Thanks

>

> -----Original Message-----

> From: John Del Cecato <jfdc@akpdmedia.com>

> Date: Sat, 7 Nov 2015 21:10:32

> To: B<BCCD@cityhall.nyc.gov>

> Subject: Re: Seeking wisdom

>

> Actually on my annual post-Election Day vacation with my friends. Happy to talk though!

>

>> On Nov 7, 2015, at 12:11 PM, B <BCCD@cityhall.nyc.gov> wrote:

>>

>>

>> You around at all this weekend? Trying to sort some things out. Thanks

>

From: [Arslanian, Kayla](#)
To: [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [REDACTED]; [John Del Cecato](#); [Almonte, Catherine](#); [Viguers, Jonathan](#)
Subject: PLS DIAL IN: [REDACTED] Call
Date: Sunday, November 08, 2015 4:59:51 PM

Mayor ready for call. Thanks!

Call In # [REDACTED]
Code: [REDACTED]

From: Arslanian, Kayla
Sent: Sunday, November 08, 2015 4:32 PM
To: Salazar-Rodriguez, Prisca; Snyder, Thomas; [REDACTED]; John Del Cecato; Almonte, Catherine; Viguers, Jonathan
Subject: RE: MBDB: [REDACTED] Call

Hi all -

Just sent Mayor reminder for this call. He'll give me a signal when he's ready, and I'll ping you all to jump on the line. Thanks!

From: Salazar-Rodriguez, Prisca
Sent: Saturday, November 07, 2015 9:16 PM
Required: Salazar-Rodriguez, Prisca; Snyder, Thomas; [REDACTED]; John Del Cecato; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan
Subject: MBDB: [REDACTED] Call
When: Sunday, November 08, 2015 5:00 PM-5:30 PM.
Where: Call In # [REDACTED] Code: [REDACTED]

From: [Salazar-Rodriguez, Prisca](#)
To: [B](#)
Cc: [Snyder, Thomas](#); [John Del Cecato](#); [Geri Prado](#)
Subject: Re: Monday evening
Date: Sunday, November 08, 2015 6:34:47 PM

Will do.

Sent from my iPhone

> On Nov 8, 2015, at 6:23 PM, B <BCCD@cityhall.nyc.gov> wrote:
>
>
> Need a TPAC follow-up conf call. Pls sched tmrw for a time after JDC arrives back in nyc. Thanks
>
>

From: [Salazar-Rodriguez, Prisca](#)
To: ["John Del Cecato"](#)
Cc: [Snyder, Thomas](#)
Subject: RE: Monday evening
Date: Sunday, November 08, 2015 6:57:48 PM

OK cool

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

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Sunday, November 08, 2015 6:42 PM
To: Salazar-Rodriguez, Prisca
Cc: Snyder, Thomas
Subject: Re: Monday evening

6pm or so tomorrow night

> On Nov 8, 2015, at 6:35 PM, Salazar-Rodriguez, Prisca <PSalazar-Rodriguez@cityhall.nyc.gov> wrote:

>

> When are you back?

>

> Sent from my iPhone

>

>> On Nov 8, 2015, at 6:23 PM, B <BCCD@cityhall.nyc.gov> wrote:

>>

>>

>> Need a TPAC follow-up conf call. Pls sched tmrw for a time after JDC arrives back in nyc. Thanks

>>

>>

From: [Gunaratna, Mahen](#)
To: [John Del Cecato](#); [Walzak, Phil](#); [Hagelgans, Andrea](#); [Hinton, Karen](#)
Subject: Tweet by Jacobin on Twitter
Date: Monday, November 09, 2015 1:37:56 PM



Jacobin (@jacobinmag)

[11/9/15, 10:21 AM](#)

Leading liberal Bill de Blasio is turning away from social programs in favor of tough-on-crime policies. jacobinmag.com/2015/11/de-bla...

[Download](#) the Twitter app

Sent from my iPhone

From: [Salazar-Rodriguez, Prisca](#)
To: ["Jonathan Rosen"](#); [Wolfe, Emma](#); [Schnake Mahl, Gabriel](#); ["nbaldick@hilltoppublicsolutions.com"](#); [John Del Cecato](#); [REDACTED]; [Arslanian, Kayla](#); [Almonte, Catherine](#); [Viguers, Jonathan](#)
Subject: RE: MBDB: Meeting with Jonathan Rosen [REDACTED]
Date: Monday, November 09, 2015 3:23:42 PM

20 minutes give or take 10

From: Jonathan Rosen [<mailto:Jonathan@berlinrosen.com>]
Sent: Monday, November 09, 2015 3:23 PM
To: Salazar-Rodriguez, Prisca; Wolfe, Emma; Schnake Mahl, Gabriel; 'nbaldick@hilltoppublicsolutions.com'; John Del Cecato; [REDACTED]; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan
Subject: RE: MBDB: Meeting with Jonathan Rosen [REDACTED]

[Estimate?](#)

From: Salazar-Rodriguez, Prisca [<mailto:PSalazar-Rodriguez@cityhall.nyc.gov>]
Sent: Monday, November 09, 2015 3:23 PM
To: Wolfe, Emma; Schnake Mahl, Gabriel; 'nbaldick@hilltoppublicsolutions.com'; John Del Cecato; Jonathan Rosen; [REDACTED]; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan
Subject: RE: MBDB: Meeting with Jonathan Rosen [REDACTED]

[This meeting is delayed.](#)

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

From: Salazar-Rodriguez, Prisca
Sent: Wednesday, November 04, 2015 7:43 AM
To: Salazar-Rodriguez, Prisca; Wolfe, Emma; Schnake Mahl, Gabriel; 'nbaldick@hilltoppublicsolutions.com'; John Del Cecato; Jonathan Rosen; [REDACTED]; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan
Subject: MBDB: Meeting with Jonathan Rosen [REDACTED]
When: Monday, November 09, 2015 4:00 PM-4:30 PM (UTC-05:00) Eastern Time (US & Canada).
Where: City Hall, The Mayor's Office

From: [Walzak, Phil](#)
To: [Hagelgans, Andrea](#); [Hinton, Karen](#); [Wolfe, Emma](#)
Cc: [Geri Prado](#) ([REDACTED]); [John Del Cecato \(jfdc@akpdmedia.com\)](mailto:jfdc@akpdmedia.com)
Subject: RE: Is the mayor still going to Iowa for forum?
Date: Monday, November 09, 2015 7:16:16 PM

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

From: Hagelgans, Andrea
Sent: Monday, November 09, 2015 7:15 PM
To: Walzak, Phil; Hinton, Karen; Wolfe, Emma
Cc: Geri Prado ([REDACTED]); John Del Cecato (jfdc@akpdmedia.com)
Subject: Re: Is the mayor still going to Iowa for forum?

[REDACTED]

[Sent from my BlackBerry 10 smartphone.](#)

From: Walzak, Phil
Sent: Monday, November 9, 2015 7:13 PM
To: Hinton, Karen; Hagelgans, Andrea; Wolfe, Emma
Cc: Geri Prado ([REDACTED]); John Del Cecato (jfdc@akpdmedia.com)
Subject: RE: Is the mayor still going to Iowa for forum?

++

[REDACTED]

From: Hinton, Karen
Sent: Monday, November 09, 2015 7:12 PM
To: Walzak, Phil; Hagelgans, Andrea; Wolfe, Emma
Subject: FW: Is the mayor still going to Iowa for forum?

[REDACTED]

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

From: Dawsey, Joshua [JOSHUA.DAWSEY@dowjones.com]
Sent: Monday, November 09, 2015 6:09 PM
To: Hinton, Karen
Subject: Is the mayor still going to Iowa for forum?

I'm moving a story tonight or in the morning and would like comment. Thanks much, Josh

From: [Hinton, Karen](#)
To: [Geri Prado](#)
Cc: [Walzak, Phil](#); [Hagelgans, Andrea](#); [Wolfe, Emma](#); [John Del Cecato \(jfdc@akpdmedia.com\)](mailto:jfdc@akpdmedia.com)
Subject: Re: Is the mayor still going to Iowa for forum?
Date: Monday, November 09, 2015 7:30:32 PM

■
Sent from my iPhone

On Nov 9, 2015, at 7:23 PM, Geri Prado <[REDACTED]> wrote:

[REDACTED]

On Mon, Nov 9, 2015 at 7:16 PM, Walzak, Phil
<PWalzak@cityhall.nyc.gov> wrote:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

From: Hagelgans, Andrea
Sent: Monday, November 09, 2015 7:15 PM
To: Walzak, Phil; Hinton, Karen; Wolfe, Emma
Cc: Geri Prado ([REDACTED]); John Del Cecato (jfdc@akpdmedia.com)
Subject: Re: Is the mayor still going to Iowa for forum?

[REDACTED]

Sent from my BlackBerry 10 smartphone.

From: Walzak, Phil
Sent: Monday, November 9, 2015 7:13 PM

To: Hinton, Karen; Hagelgans, Andrea; Wolfe, Emma

Cc: Geri Prado ([REDACTED]); John Del Cecato (jfdc@akpdmedia.com)

Subject: RE: Is the mayor still going to Iowa for forum?

++

[REDACTED]
[REDACTED]

From: Hinton, Karen

Sent: Monday, November 09, 2015 7:12 PM

To: Walzak, Phil; Hagelgans, Andrea; Wolfe, Emma

Subject: FW: Is the mayor still going to Iowa for forum?

[REDACTED]

Karen Hinton

Press Secretary

[917-246-7692](tel:917-246-7692)

Follow Me On Twitter @KarenHinton

From: Dawsey, Joshua [JOSHUA.DAWSEY@dowjones.com]

Sent: Monday, November 09, 2015 6:09 PM

To: Hinton, Karen

Subject: Is the mayor still going to Iowa for forum?

I'm moving a story tonight or in the morning and would like comment. Thanks much,
Josh

From: [Salazar-Rodriguez, Prisca](#)
To: [B: FLONYC](#)
Bcc: [@MiniGroup: John Del Cecato:](#) [REDACTED]
Subject: MINI SCHEDULE - Tuesday, November 10, 2015
Date: Monday, November 09, 2015 7:36:38 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, November 9, 2015

WEATHER: Hi of 61. Low of 52. Showers

ATTIRE: Business

NOTES: [REDACTED]
[REDACTED]

6:00 - 6:30 TRAVEL FROM GRACIE TO LIVINGSTON STREET BTWN ADAMS AND COURT STREET
— BROOKLYN

Travel Time: 30 Mins.

Car: [REDACTED]

6:30 - 7:00 REMARKS AT THE NATIONAL DAY OF ACTION FOR THE FIGHT FOR \$15

Location: 82 Court Street, Brooklyn

Staff Contact: Gabriel Schnake-Mahl

Telephone: [REDACTED]

Press Contact: Amy Spitalnick

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

7:00 - 7:30 TRAVEL FROM LIVINGSTON STREET BTWN ADAMS AND COURT STREET - BROOKLYN
TO [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

7:30 - 8:30 [REDACTED]

Location: [REDACTED]

9:00 - 9:30 TRAVEL FROM [REDACTED] TO CITY HALL

Travel Time: 30 Mins.

Car: [REDACTED]

9:30 - 10:00 PREP [REDACTED]

Location: City Hall, The Mayor's Office

Staff Contact: Gabrielle Fialkoff

Telephone: [REDACTED]

10:00 - 10:30 MEETING WITH MARK GALLOGLY OF CENTER BRIDGE

Location: City Hall, The Mayor's Office

Attendees: Mark Gallogly

Staff Contact: Gabrielle Fialkoff

Telephone: [REDACTED]

10:30 - 11:00 MEETING WITH MARIAELENA DURAZO, VP OF UNITE HERE!

Location: City Hall, The Mayor's Office

11:00 - 12:00 CALL TIME WITH GABRIELLE FIALKOFF

Location: City Hall, The Mayor's Office

12:00 - 1:00 MEETING [REDACTED] [REDACTED]

Location: City Hall, The Blue Room

Call In #: [REDACTED]

Code: [REDACTED]

1:00 - 2:00 [REDACTED]

Location: [REDACTED]

2:00 - 2:15 [REDACTED] PREP

Location: City Hall, The Mayor's Office

Press Contact: Karen Hinton

Telephone: [REDACTED]

2:13 - 2:25 LIVE RADIO INTERVIEW WITH WBLS, 107.5 - [REDACTED]

Location: City Hall, The Mayor's Office

Call In # (at 2:13PM) , Call [REDACTED] or [REDACTED] -- Producer:

Cynthia Smith, [REDACTED]

Press Contact: Karen Hinton

Telephone: [REDACTED]

2:28 - 2:37 LIVE INTERVIEW WITH NY1'S ANCHOR ROMA TORRE -- [REDACTED]

Location: City Hall, The Mayor's Office

Call In # (at 2:28pm) call [REDACTED] --Producer: Michael Kurtz, [REDACTED]

2:40 - 2:50 TAPED INTERVIEW WITH WCBS [REDACTED]

Location: City Hall, The Mayor's Office

Call In #: Rich Lamb, Reporter, [REDACTED]

3:00 - 3:30 PREP [REDACTED]
Location: City Hall, The Mayor's Office

3:30 - 4:00 PREP [REDACTED]
Location: City Hall, The Mayor's Office

4:00 - 5:30 MEETING WITH MWBE DEVELOPERS
Location: City Hall, The Blue Room

5:30 - 6:00 CALL WITH SECRETARY PEREZ
Note: Secretary will call YOU on your cell

6:00 - 6:30 [REDACTED]
Location: City Hall, The Mayor's Office

6:30 - 7:00 TRAVEL FROM CITY HALL TO THE WALDORF ASTORIA
Car: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

7:00 - 9:30 ATTEND THE ALFRED E. SMITH MEMORIAL DINNER
Location: The Waldorf Astoria - JADE ROOM
Site Contact: Jonathan Viguers
Site Advance: Javon Coney
Telephone: [REDACTED]

9:30 - 9:50 TRAVEL FROM THE WALDORF ASTORIA TO GRACIE MANSION
Travel Time: 20 Mins.
Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

9:00 Public Advocate James "Retirements" 30 people
10:00– Council Torres "Housing" 100 people
11:00 – Speaker Mark-Viverito "Veterans" 150 people
12:00– Council Member Cabrera "Rent Legislation" 50 people
1:00 – Council Member Palma "Disabilities Rights" 50 people

FLONYC SCHEDULE

8:00 - 9:30 ATTEND ROBIN HOOD FOUNDATION HEROES BREAKFAST
10:00 - 1:00 [REDACTED]
1:00 - 2:00 MBDB MEETING [REDACTED] [REDACTED]
2:30 - 5:30 [REDACTED]

From: [Hinton, Karen](#)
To: [Geri Prado](#)
Cc: [Walzak, Phil](#); [Hagelgans, Andrea](#); [Wolfe, Emma](#); [John Del Cecato \(jfdc@akpdmedia.com\)](mailto:jfdc@akpdmedia.com)
Subject: Re: Is the mayor still going to Iowa for forum?
Date: Monday, November 09, 2015 7:42:13 PM

[REDACTED]

Sent from my iPhone

On Nov 9, 2015, at 7:20 PM, Geri Prado <[REDACTED]> wrote:

[REDACTED]

On Mon, Nov 9, 2015 at 7:13 PM, Walzak, Phil
<PWalzak@cityhall.nyc.gov> wrote:

++

[REDACTED]

From: Hinton, Karen
Sent: Monday, November 09, 2015 7:12 PM
To: Walzak, Phil; Hagelgans, Andrea; Wolfe, Emma
Subject: FW: Is the mayor still going to Iowa for forum?

[REDACTED]

Karen Hinton

Press Secretary

[917-246-7692](tel:917-246-7692)

Follow Me On Twitter @KarenHinton

From: Dawsey, Joshua [JOSHUA.DAWSEY@dowjones.com]
Sent: Monday, November 09, 2015 6:09 PM
To: Hinton, Karen
Subject: Is the mayor still going to Iowa for forum?

I'm moving a story tonight or in the morning and would like comment. Thanks much,
Josh

From: [Viguers, Jonathan](#)
To: [Arslanian, Kayla](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [REDACTED]; [John Del Cecato](#); [Almonte, Catherine](#)
Subject: RE: MBDB: [REDACTED] Call
Date: Monday, November 09, 2015 8:04:04 PM

I've opened the line. Will give you a head's up when to dial in.

From: Arslanian, Kayla
Sent: Monday, November 09, 2015 7:55 PM
To: Salazar-Rodriguez, Prisca; Snyder, Thomas; [REDACTED]; John Del Cecato; Almonte, Catherine; Viguers, Jonathan
Subject: RE: MBDB: [REDACTED] Call

Hi all –

Will shoot you a note when MBDB is ready for call – shld be soon, so pls standby to hop on the line. Thanks!

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

From: Salazar-Rodriguez, Prisca
Sent: Monday, November 09, 2015 2:50 PM
To: Salazar-Rodriguez, Prisca; Snyder, Thomas; [REDACTED]; John Del Cecato; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan
Subject: MBDB: [REDACTED] Call
When: Monday, November 09, 2015 8:00 PM-8:30 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Call In # [REDACTED] Code: [REDACTED]

From: [Viguers, Jonathan](#)
To: [Arslanian, Kayla](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [REDACTED]; [John Del Cecato](#); [Almonte, Catherine](#)
Subject: RE: MBDB: [REDACTED] Call
Date: Monday, November 09, 2015 8:14:18 PM

Please dial in

From: Arslanian, Kayla
Sent: Monday, November 09, 2015 7:55 PM
To: Salazar-Rodriguez, Prisca; Snyder, Thomas; [REDACTED]; John Del Cecato; Almonte, Catherine; Viguers, Jonathan
Subject: RE: MBDB: [REDACTED] Call

Hi all –

Will shoot you a note when MBDB is ready for call – shld be soon, so pls standby to hop on the line. Thanks!

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

From: Salazar-Rodriguez, Prisca
Sent: Monday, November 09, 2015 2:50 PM
To: Salazar-Rodriguez, Prisca; Snyder, Thomas; [REDACTED]; John Del Cecato; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan
Subject: MBDB: [REDACTED] Call
When: Monday, November 09, 2015 8:00 PM-8:30 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Call In # [REDACTED] Code: [REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [John Del Cecato \(jfdc@akpdmmedia.com\)](#); [Geri Prado](#); [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Leopold, Elana](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#)
Subject: MINI SCHEDULE - Wednesday, November 11, 2015
Date: Tuesday, November 10, 2015 6:59:29 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, November 11, 2015

WEATHER: Hi of 61. Low of 52. Showers
ATTIRE: Business
NOTES: [REDACTED]

7:45 - 8:15 TRAVEL FROM GRACIE TO 14 EAST 28TH STREET BTW 5TH AVENUE & MADISON AVENUE

Travel Time: 30 Mins.
Car: [REDACTED]

8:15 - 9:15 MOSCPE MAYOR'S VETERAN'S DAY BREAKFAST
Location: Prince George Ballroom, 14 East 28th Street
Staff Contact: Carla Matero
Telephone: [REDACTED]
Press Contact: Monica Klein
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]
Podium: Yes
Remarks: Prepared
Press: Open

9:15 - 9:45 [REDACTED] CALLS [REDACTED]
[REDACTED] [REDACTED]

10:00 - 11:00 VETERAN' DAY PRE-PARADE CEREMONY
Location: Madison Square Park: at E.23rd Street between 5th & Madison Avenues

Staff Contact: Charles Fall
Telephone: [REDACTED]
Press Contact: Monica Klein
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

11:15 - 12:30 VETERAN'S DAY PARADE
Location: 5th Ave & 26th Street
Staff Contact: Charles Fall
Telephone: [REDACTED]
Press Contact: Monica Klein
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

12:30 - 1:00 TRAVEL FROM 5TH AVENUE (NYC) TO 890 BROADWAY (NYC)
Travel Time: 30 Mins.
Car: [REDACTED]

1:00 - 1:30 ROYALS WORLD SERIES BALLET BET
Location: American Ballet Theatre, 890 Broadway, 3rd Floor (btw 18th & 19th Street)
Press Contact: Marti Adams
Telephone: [REDACTED]

1:30 - 2:00 CALL WITH DEPUTY MAYOR GLEN
Note: YOU call her on her cell - [REDACTED]

1:30 - 2:00 TRAVEL FROM 890 BROADWAY TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

2:30 - 3:30 [REDACTED]
Location: [REDACTED]

4:00 - 4:30 TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins
Car: [REDACTED]

4:30 - 5:30 [REDACTED]
Location: City hall, The Blue Room

5:30 - 7:00 [REDACTED] PREP
Location: City Hall, The Blue Room

7:00 - 7:30 TRAVEL FROM CITY HALL TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 9:00 [REDACTED] MEETING
Location: Gracie Mansion

CITY HALL STEPS PRESS CONFERENCES

10:00 Success Academy "Education Equality" 30 people

11:00 New Yorkers for Vaccine "N.Y. 2015" 20 people

FLONYC SCHEDULE

8:30 - 11:30 [REDACTED] [REDACTED]

12:00 - 6:00 [REDACTED]

7:30 - 9:00 [REDACTED] MEETING

From: [Gunaratna, Mahen](#)
To: [John Del Cecato](#); [Walzak, Phil](#); [Hagelgans, Andrea](#); [Hinton, Karen](#); [Snyder, Thomas](#); [Wolfe, Emma](#)
Subject: Tweet by Dean Chang on Twitter
Date: Tuesday, November 10, 2015 7:57:43 PM



Dean Chang (@dchangnyt)

[11/10/15, 5:07 PM](#)

As [@NYGovCuomo](#) pushes \$15/hr min wage for state workers. [@BilldeBlasio](#)'s forum on income inequality is killed. [nytimes.com/2015/11/11/nyr...](#)

[Download](#) the Twitter app

Sent from my iPhone

From: [Agarwal, Nisha](#)
To: [John Del Cecato](#)
Subject: Re: CONFIRMED: 11/12 - 8:00AM Meeting at Open Society Foundations
Date: Wednesday, November 11, 2015 4:16:27 PM

thx

Nisha Agarwal
Commissioner
Mayor's Office of Immigrant Affairs

On Nov 11, 2015, at 4:15 PM, John Del Cecato <jfdc@akpdmedia.com> wrote:

From: Temp USP <temp.usp@opensocietyfoundations.org>
Date: Wednesday, November 11, 2015 at 4:03 PM
To: John Del Cecato <jfdc@akpdmedia.com>, "[REDACTED]" <[REDACTED]>, "Geri Prado (geri@progressiveagenda.us)" <geri@progressiveagenda.us>, Jonathan Rosen <jonathan@berlinrosen.com>, Emma Wolfe <[REDACTED]>
Cc: Andrea Batista Schlesinger <andrea.schlesinger@opensocietyfoundations.org>
Subject: CONFIRMED: 11/12 - 8:00AM Meeting at Open Society Foundations

Hello,

We look forward to seeing you all tomorrow at 8AM here at Open Society Foundations.

Again, the address is 224 W. 57th Street, 5th Floor, New York, NY 10019 (near Broadway) – Conference Room 5A. After you've checked in at the front desk, security will direct you to the 5th floor.

Please kindly share these details with Nisha Agarwal as I did not receive an email for her.

Have a great evening.

Best,

Sasha Charlemagne

US Programs - Temp

Open Society Foundations | 224 West 57th Street | New York, NY 10019
O: 212-548-0394 | F: 212.548.4605

temp.usp@opensocietyfoundations.org

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Leopold, Elana](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Thursday, November 12, 2015
Date: Wednesday, November 11, 2015 7:34:13 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, November 12, 2015

WEATHER: Hi of 60. Low of 50. Rain
ATTIRE: Business
NOTES: [REDACTED]

7:15 - 8:30 TRAVEL FROM GRACIE MANSION TO BEACH 116TH STREET AND ROCKAWAY BEACH
BOULEVARD (BELLE HARBOR, QUEENS)

Travel Time: 1 Hr. 30 Mins.
Car: [REDACTED]

8:30 - 10:00 FLIGHT 587 MEMORIAL SERVICE

Location: Far Rockaway-Flight 587 Memorial Park – Beach 116th Street and
Rockaway Beach Boulevard (Belle Harbor,
Queens)

Staff Contact: Carla Matero
Telephone: [REDACTED]
Press Contact: Karen Hinton
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]
Podium: Yes
Remarks: Prepared
Press: Open

10:00 - 11:00 TRAVEL FROM FAR ROCKAWAY TO CITY HALL

Travel Time: 1 Hrs.
Car: [REDACTED]

11:00 - 11:30 PHOTO SHOOT WITH FLONYC FOR NY TIMES MAGAZINE COVER

Location: City Hall, Governors Room

11:00 - 11:30 FYI: [REDACTED]

11:30 - 12:00 MEETING WITH MINDY AND JOHN PAUL [REDACTED] [REDACTED]

Location: City Hall, The Mayor's Office

11:30 - 12:00 [REDACTED]
Location: [REDACTED]

12:00 - 1:00 [REDACTED] MEETING
Location: City Hall, The Blue Room

1:00 - 1:30 PREP [REDACTED]
Location: City Hall, The Mayor's Office

1:30 - 2:30 MEETING WITH ASIAN AMERICAN FEDERATION
Location: City Hall, Blue Room
Staff Contact: Elana Leopold
Telephone: [REDACTED]
Press: Closed

2:30 - 3:00 [REDACTED]
Location: [REDACTED]

3:00 - 4:30 [REDACTED] PREP
Location: City Hall, The Blue Room

4:30 - 5:30 [REDACTED]
Location: [REDACTED]

5:30 - 6:30 TRAVEL FROM CH TO PS69, JACKSON HEIGHTS
Travel Time: 1 Hr.
Car: [REDACTED]

6:30 - 9:00 EDUCATION TOWN HALL WITH COUNCIL MEMBER DANNY DRUM
Location: PS69, 77-02 37th Ave, Jackson Heights, NY 11372
Staff Contact: Andrea Hagelgans
Telephone: [REDACTED]
Press Contact: Wiley Norvell
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

8:30 - 9:00 TRAVEL [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

9:00 Council Member Miller "Commuter Rail Fees" 20 people

10:00 Helicopter Jobs and Tourism "Helicopter Tourism" 25 people

11:00 Parents for Quality Public Education "Public Schools" 50 people

12:00 Council Member Rosenthal "Helicopter Noise" 100 people

1:00 Public Advocate Letitia James "Snow Removal Legislation" 20 people

FLONYC SCHEDULE

10:30 - 11:00



11:00 - 12:00 PHOTO SHOOT WITH MBDB FOR TIMES

12:00 - 12:45



12:45 - 1:30



2:00 - 4:30



4:30 - 4:45



5:00 - 6:30



6:45 - 7:30



7:50 - 10:00 ATTEND KICK-OFF FOR THE WOMEN'S ACTIVISM CENTENNIAL EVENT BY NYC DEPT.
OF RECORDS

From: [Gunaratna, Mahen](#)
To: [Snyder, Thomas](#); [Salazar-Rodriguez, Prisca](#); [John Del Cecato](#); [Walzak, Phil](#); [Hagelgans, Andrea](#); [Hinton, Karen](#); [Wolfe, Emma](#)
Subject: Tweet by Josh Dawsey on Twitter
Date: Wednesday, November 11, 2015 11:00:42 PM



Josh Dawsey (@jdawsey1)

[11/11/15, 10:47 PM](#)

One year ago, de Blasio's chronic lateness became a big deal, feeding into an image of him. He's trying to shake it. [wsj.com/articles/tardi...](#)

[Download](#) the Twitter app

Sent from my iPhone

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Leopold, Elana](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#); [Geri Prado](#); [Hayley Prim \(hayley@progressiveagenda.us\)](#)
Subject: MINI SCHEDULE - Friday, November 13, 2015
Date: Thursday, November 12, 2015 5:39:37 PM

SCHEDULE FOR MAYOR BILL DE BLASIO

CITY OF NEW YORK

Friday, November 13, 2015

WEATHER: Hi of 57. Low of 42. Partly cloudy/Wind

ATTIRE: Business

NOTES:

6:30 - 7:00 TRAVEL FROM GRACIE TO 48TH & 12TH AVENUE

Travel Time: 30 Mins.

Car:

7:00 - 7:30 VISIT THE USS NEW YORK

Location: 48th Street & 12th Avenue

Attendees: Commissioner Sutton

Note: / .

7:30 - 8:00 TRAVEL FROM 48TH & 12TH TO //

Travel Time: 30 Mins.

Car:

8:30 - 9:30

9:55 - 10:00 TRAVEL FROM TO PARK SLOPE LIBRARY

Travel Time: 30 Mins.

Car:

10:00 - 10:30

PREP

Location: Park Slope Public Library, 431 6th Avenue

Staff Contact: Karen Hinton

Telephone:

Press Contact: Peter Kadushin

Telephone:

10:30 - 11:00 CALL INTO THE BRIAN LEHRER SHOW

Location: Park Slope Public Library, 431 6th Avenue

11:00 - 11:30 [REDACTED]
Note: [REDACTED]

11:30 - 1:00 CALL TIME
Location: [REDACTED]

1:00 - 2:00 MEETING WITH GABRIELLE FIALKOFF
Location: Bar Toto

2:00 - 4:30 CALL TIME
Location: [REDACTED]

4:30 - 5:30 [REDACTED]
Location: [REDACTED]
[REDACTED]
Code #: [REDACTED]

5:30 - 7:00 MEETING WITH GERI PRADO
Location: Bar Toto

7:00 - 7:30 TRAVEL [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 9:30 [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

TBD

FLONYC SCHEDULE

8:30 - 9:30 [REDACTED]
10:30 - 1:00 [REDACTED]
1:00 - 1:30 MEETING WITH MAYA WILEY AND ROXANNE JOHN
2:30 - 2:45 CALL WITH NYC PUBLIC ADVOCATE LETITIA A. "TISH" JAMES
3:00 - 4:30 [REDACTED]
4:30 - 5:30 [REDACTED]
6:30 - 7:45 REMARKS AT THE KOREAN COMMUNITY SERVICES OF NEW
YORK 42ND ANNIVERSARY GALA

From: [Salazar-Rodriguez, Prisca](#)
To: [B; FLONYC](#)
Bcc: [@MiniGroup;](#) [REDACTED]; [John Del Cecato](#)
Subject: UPDATED MINI SCHEDULE - Friday, November 13, 2015
Date: Thursday, November 12, 2015 7:36:51 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, November 13, 2015

WEATHER: Hi of 57. Low of 42. Partly cloudy/Wind
ATTIRE: Business
NOTES: [REDACTED]

6:30 - 7:00 TRAVEL FROM GRACIE TO 48TH & 12TH AVENUE
Travel Time: 30 Mins.
Car: [REDACTED]

7:00 - 7:30 VISIT THE USS NEW YORK
Location: 48th Street & 12th Avenue
Attendees: Commissioner Sutton
Note: Commissioner Sutton Cell [REDACTED] / [REDACTED]

7:30 - 8:00 TRAVEL FROM 48TH & 12TH TO [REDACTED]
[REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

8:30 - 9:30

[REDACTED]
Location: [REDACTED]

9:55 - 10:00 TRAVEL FROM [REDACTED] [REDACTED] [REDACTED] TO PARK SLOPE LIBRARY
Travel Time: 30 Mins.
Car: [REDACTED]

10:00 - 10:30 PREP [REDACTED]
Location: Park Slope Public Library, 431 6th Avenue
Staff Contact: Karen Hinton
Telephone: [REDACTED]
Press Contact: Peter Kadushin
Telephone: [REDACTED]

10:30 - 11:00 CALL INTO THE BRIAN LEHRER SHOW
Location: Park Slope Public Library, 431 6th Avenue

11:00 - 11:30 [REDACTED]
 Note: [REDACTED]

11:30 - 1:00 CALL TIME
 Location: [REDACTED]

1:00 - 2:00 MEETING WITH GABRIELLE FIALKOFF
 Location: Bar Toto

2:00 - 4:30 CALL TIME
 Location: [REDACTED]

4:30 - 5:30 [REDACTED]
 Location: [REDACTED]
 Call In # [REDACTED]
 Code #: [REDACTED]

5:30 - 7:00 MEETING WITH GERI PRADO
 Location: Bar Toto

7:00 - 7:30 TRAVEL [REDACTED]
 Travel Time: 30 Mins.
 Car: [REDACTED]

7:30 - 9:30 [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

10am – [Stop Mass Incarceration Network “Justice For John Collado”](#) 20 people

FLONYC SCHEDULE

8:30 - 9:30 [REDACTED]
 10:30 - 1:00 [REDACTED]
 1:00 - 1:30 MEETING WITH MAYA WILEY AND ROXANNE JOHN
 2:30 - 2:45 CALL WITH NYC PUBLIC ADVOCATE LETITIA A. "TISH" JAMES
 3:00 - 4:30 [REDACTED]
 4:30 - 5:30 [REDACTED]
 6:30 - 7:45 REMARKS AT THE KOREAN COMMUNITY SERVICES OF NEW
 YORK 42ND ANNIVERSARY GALA

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Leopold, Elana](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#); [Hayley Prim \(hayley@progressiveagenda.us\)](#)
Subject: MINI SCHEDULE - Saturday, November 14, 2015
Date: Friday, November 13, 2015 6:34:17 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, November 14, 2015

WEATHER: Hi of 49. Low of 40. Partly Cloudy/Wind
ATTIRE: Business
NOTES: [REDACTED]

8:00 - 8:30 TRAVEL FROM GRACIE TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

9:00 - 10:00 [REDACTED]
Location: [REDACTED]

10:30 - 11:00 TRAVEL FROM [REDACTED] TO GRACIE MANSION/[REDACTED]
[REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

11:00 - 12:00 [REDACTED]
[REDACTED]
Code: [REDACTED]

1:00 - 1:30 [REDACTED]
Note: [REDACTED]

9:00 - 11:00 [REDACTED]
Location: [REDACTED] [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
12:00 Council Member Cornegy " Jack & Jill (Education)"
25 people

FLONYC SCHEDULE

8:30 - 9:00 [REDACTED]
11:00 - 12:15 [REDACTED]

12:45 - 1:30 WELCOMING REMARKS AT THE 125TH ANNIVERSARY OF THE NEW YORK WELLESLEY CLUB

2:00 - 2:30 [REDACTED]

2:30 - 3:00 (T) DEPART [REDACTED]

From: [Caquias, Paula](#)
To: [B: FLONYC](#)
Bcc: [@MiniGroup](#); [Geri Prado](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#); ["Hayley@progressiveagenda.us"](#)
Subject: MINI SCHEDULE - Sunday, November 15, 2015
Date: Friday, November 13, 2015 7:01:25 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, November 15, 2015

WEATHER: Hi of 57. Low of 42. Partly cloudy/Wind
ATTIRE: Business
NOTES: [REDACTED]

9:00 - 9:30 TRAVEL FROM GRACIE TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

10:00 - 11:00 [REDACTED]
Location: [REDACTED]

11:30 - 12:00 TRAVEL FROM [REDACTED] TO CITY HALL PARK// [REDACTED] WITH
MONICA
Travel Time: 30 Mins
Car: [REDACTED]

12:20 - 1:00 REMARKS AT WORLD DAY OF REMEMBRANCE FOR THE VICTIMS OF TRAFFIC
VIOLENCE
Location: City Hall Park
Attendees: -Public Advocate Tish James
Staff Contact: Jerika Richardson
Telephone: [REDACTED]
Press Contact: Marti Adams
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

1:00 - 1:30 TRAVEL FROM CITY HALL PARK TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

1:30 - 2:30 [REDACTED] MEETING
Location: Gracie Mansion

2:30 - 2:45 TRAVEL FROM GRACIE TO 237 EAST 116TH STREET

Travel Time: 15 Mins.

Car: [REDACTED]

2:45 - 4:00 LUNCH WITH SPEAKER MELISSA MARK VIVERITO

Location: Nocciola, 237 East 116th Street btwn 2nd and 3rd Avenue

4:00 - 4:30 TRAVEL FROM 237 EAST 116TH STREET TO GRACIE MANSION

Travel Time: 30 Mins

Car: [REDACTED]

4:30 - 5:30 CALL [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Code#:

[REDACTED]

5:30 - 6:00 CALL WITH CARL WEISBROD

Notes: YOU call Carl on his cell [REDACTED]

6:00 - 6:30 CALL WITH STEVE BANKS

[REDACTED]

[REDACTED]

Code #:

[REDACTED]

7:00 - 9:00

[REDACTED]

CITY HALL STEPS PRESS CONFERENCES

11:00 NYS Attorney General Schneiderman "Supreme Court Case"

100 people

FLONYC SCHEDULE

7:00 - 9:00

[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Leopold, Elana](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [Hayley Prim \(hayley@progressiveagenda.us\)](#); [John Del Cecato \(jfdc@akpdmmedia.com\)](#)
Subject: MINI SCHEDULE - Monday, November 16, 2015
Date: Friday, November 13, 2015 7:15:45 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, November 16, 2015

WEATHER: Hi of 64. Low of 48. Sunny
ATTIRE: Business
NOTES: [REDACTED]

6:30 - 7:00 TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 [REDACTED]
Location: [REDACTED]

9:00 - 9:30 TRAVEL FROM [REDACTED] TO 320 EAST 43RD STREET NYC [REDACTED]
[REDACTED]
Travel Time: 30 mins.
Car: [REDACTED]

10:00 - 11:00 REMARKS AT THE FORD FOUNDATION'S CONNECTHOME BROADBAND INITIATIVE
ROUNDTABLE
Location: Ford Foundation, 320 East 43rd Street East River
Room
Staff Contact: Max Sevilla
Telephone: [REDACTED]

11:00 - 12:00 TRAVEL FROM 320 EAST 43RD STREET TO FLUSHING MEADOWS PARK

Travel Time: 1 Hr.
Car: [REDACTED]

11:00 - 11:30 [REDACTED] CALL
Location: YOU 3 way Call Karen and Peter
Staff Contact: Karen Hinton
Telephone: [REDACTED]

11:30 - 12:00 [REDACTED]

Location: [REDACTED]

12:00 - 1:00 FLUSHING MEADOWS ANNOUNCEMENT WITH COUNCIL MEMBER JULISSA FERERRAS - INCLUDING OFF-TOPIC

1:00 - 1:30 TRAVEL FROM FLUSHING MEADOWS PARK TO CITY HALL

Travel Time: 30 Mins.

Car: [REDACTED]

1:30 - 2:30

Location: City Hall, The Mayor's Office

2:30 - 3:30

Location: [REDACTED]

3:30 - 4:00

Location: [REDACTED]

4:00 - 5:30

Location: [REDACTED]

5:30 - 6:00

Location: [REDACTED]

6:00 - 6:30

Location: [REDACTED]

6:30 - 7:00 TRAVEL FROM CITY HALL TO THE MET, 1000 FIFTH AVENUE (AT 82ND STREET)

Travel Time: 30 Mins

Car: [REDACTED]

7:00 - 8:00 REMARKS AT THE 20TH ANNUAL MET MUSEUM REAL ESTATE COUNCIL BENEFIT DINNER ([REDACTED])

Location: The Met, 1000 Fifth Avenue (at 82nd Street), New York, NY 10028

8:00 - 8:15 TRAVEL FROM 82ND STREET TO GRACIE MANSION

Travel Time: 15 Mins.

Car: [REDACTED]

8:15 - 10:15

Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

9:00 NY/NY 4 Campaign "Support of Housing"
50 people

FLONYC SCHEDULE

11:00 - 12:00 PREP WITH DR. RAJU AND DR. BELKIN ON MATERNAL DEPRESSION (GM)

12:00 - 3:00 [REDACTED]

3:00 - 3:15 CALL WITH DINA POWELL

From: [Salazar-Rodriguez, Prisca](#)
To: [B; FLONYC](#)
Bcc: [@MiniGroup;](#) [REDACTED]; [John Del Cecato](#)
Subject: MINI SCHEDULE - MONDAY, NOVEMBER 16, 2015
Date: Sunday, November 15, 2015 8:00:40 PM

SCHEDULE FOR MAYOR BILL DE BLASIO

CITY OF NEW YORK

Monday, November 16, 2015

WEATHER: Hi of 57. Low of 42. Partly cloudy/Wind

ATTIRE: Business

NOTES:

[REDACTED]
[REDACTED]
[REDACTED]

6:30 - 7:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

7:30 - 8:30 AM

[REDACTED]
Location: [REDACTED]

9:00 - 10:00 AM TRAVEL FROM [REDACTED] TO 320 EAST 43RD STREET NYC // DAILY
COMMS CALL WITH MONICA KLEIN

Car: [REDACTED]

10:00 - 10:30 AM REMARKS AT THE FORD FOUNDATION'S CONNECTHOME BROADBAND
INITIATIVE ROUNDTABLE

Location: Ford Foundation, 320 East 43rd Street East River Room

Site Contact: Cynthia J. Torres

Telephone: [REDACTED]

Staff Contact: Max Sevilla

Telephone: [REDACTED]

Site Advance: Javon Coney

Telephone: [REDACTED]

10:30 - 11:30 AM TRAVEL FROM 320 EAST 43RD STREET TO FLUSHING MEADOWS PARK

Location: Parking Lot of Queens Museum, New York City Building,
Flushing Meadows Corona Park, Queens, NY 11368

Travel Time: 1 Hr.

Car: [REDACTED]

10:30 - 11:00 AM [REDACTED] CALL

Location: YOU 3 way Call Karen and Peter

Staff Contact: Karen Hinton

Telephone: [REDACTED]

11:00 - 11:30 AM

[REDACTED] CALL [REDACTED]

[REDACTED] - Code: [REDACTED]

11:30 - 1:30 PM FLUSHING MEADOWS ANNOUNCEMENT WITH COUNCIL MEMBER JULISSA FERERRAS INCLUDING OFF-TOPIC

Location: Parking Lot, Queens Museum, New York City Building,
Flushing Meadows Corona Park, Queens, NY 11368

Press Contact: Monica Klein

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

1:30 - 2:00 PM

TRAVEL FROM FLUSHING MEADOWS PARK TO RANDALL'S ISLAND

Travel Time: 30 Mins.

Car: [REDACTED]

1:30 - 2:00 PM

[REDACTED] CALL [REDACTED]

[REDACTED] Code: [REDACTED]

2:00 - 3:30 PM

NYPD ROLL-CALL EVENT WITH PC [REDACTED]

Location: Randall's Island

Site Contact: Avi Fink

Staff Contact: Marti Adams Baker

Telephone: [REDACTED]

Site Advance: Javon Coney

Telephone: [REDACTED]

3:30 - 4:00 PM

TRAVEL FROM RANDALL'S ISLAND TO CITY HALL

Travel Time: 30 Mins

Car: [REDACTED]

4:00 - 5:00 PM

[REDACTED]

Location: [REDACTED]

5:00 - 6:00 PM

MEETING [REDACTED]

Location: City Hall, The Blue Room

6:00 - 6:30 PM

[REDACTED]

Location: [REDACTED]

6:30 - 7:15 PM

TRAVEL FROM CITY HALL TO THE MET, 1000 FIFTH AVENUE (AT 82ND

[REDACTED]

Travel Time: 30 Mins

Car: [REDACTED]

7:15 - 8:15 PM
BENEFIT DINNER

REMARKS AT THE 20TH ANNUAL MET MUSEUM REAL ESTATE COUNCIL

10028

Location: The Met, 1000 Fifth Avenue (at 82nd Street), New York, NY

Museum

Site Contact: Tom Schuler, Chief Government Affairs Officer, Metropolitan

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

8:15 - 8:25 PM

TRAVEL FROM 82ND STREET TO GRACIE MANSION

Travel Time: 15 Mins.

Car: [REDACTED]

8:25 PM

[REDACTED]

Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

9:00 AM NY/NY 4 Campaign "Support of Housing"
50 people

FLONYC

SCHEDULE

11:00 - 12:00 PM PREP WITH DR. RAJU AND DR. BELKIN ON
MATERNAL DEPRESSION (GM)

12:30 - 3:00 PM

[REDACTED]

3:00 - 3:15 PM

CALL WITH DINA POWELL


3:30 - 7:00 PM

[REDACTED]

8:15 - 10:15 PM

[REDACTED]

From: [Hagelgans, Andrea](#)
To: [Jonathan Rosen](#); [John Del Cecato](#); [Blumm, Kate](#); [Walzak, Phil](#); [Wolfe, Emma](#)
Subject: Reminder - 4pm today
Date: Monday, November 16, 2015 12:55:58 PM

Offsite at Berlin Rosen. 

Sent from my BlackBerry 10 smartphone.

From: [B](#)
To: [John Del Cecato](#)
Subject: Pls call when you can
Date: Monday, November 16, 2015 4:22:00 PM

From: [B](#)
To: [John Del Cecato](#)
Subject: Tried you back. Pls call
Date: Monday, November 16, 2015 6:26:43 PM

From: [Hinton, Karen](#)
To: [Gunaratna, Mahen](#)
Cc: [John Del Cecato](#); [Walzak, Phil](#); [Adams Baker, Marti](#); [Hagelqans, Andrea](#)
Subject: Re: Tweet by The Federalist on Twitter
Date: Monday, November 16, 2015 7:57:42 PM

[REDACTED]

Sent from my iPhone

On Nov 16, 2015, at 7:52 PM, Gunaratna, Mahen <MGunaratna@cityhall.nyc.gov> wrote:

[REDACTED]

[REDACTED]

"According to Ball, de Blasio's term as mayor so far has been ironic. "You can make a strong case that he is waging a multi-front war on income inequality, at the same time, where he's fallen down is on the politics...on the ability to respond to public opinion," she said."

From: Gunaratna, Mahen
Sent: Monday, November 16, 2015 7:12 PM
To: John Del Cecato; Walzak, Phil; Adams Baker, Marti; Hinton, Karen; Hagelqans, Andrea
Subject: Tweet by The Federalist on Twitter



The Federalist (@EDRLST)

[11/16/15, 5:13 PM](#)

On radio today: [@mollyesque](#) explains Bill de Blasio and the Divided Left, [@20committee](#) is appalled by Obama soundcloud.com/fdrlist/molly_b...

[Download](#) the Twitter app

Sent from my iPhone

From: [B](#)
To: [ifdc](#)
Cc: [Jonathan Rosen](#); [Walzak, Phil](#); [FLONYC](#)
Subject: Re: THE ATLANTIC: The Equalizer: Bill de Blasio vs. Inequality
Date: Monday, November 16, 2015 8:35:15 PM

[REDACTED]

From: John Del Cecato <jfdc@akpdmmedia.com>
Date: Mon, 16 Nov 2015 22:08:51 +0000
To: B <BCCD@cityhall.nyc.gov>
Cc: Jonathan Rosen<Jonathan@berlinrosen.com>; Walzak, Phil<PWalzak@cityhall.nyc.gov>; FLONYC<FLONYC@cityhall.nyc.gov>
Subject: Re: THE ATLANTIC: The Equalizer: Bill de Blasio vs. Inequality

[REDACTED]

[REDACTED]

On Nov 16, 2015, at 5:01 PM, B <BCCD@cityhall.nyc.gov> wrote:

[REDACTED]

From: bccd@cityhall.nyc.gov
Date: Mon, 16 Nov 2015 20:37:16 +0000
To: John Del Cecato<jfdc@akpdmmedia.com>; Jonathan Rosen<Jonathan@berlinrosen.com>; Phil Walzak<PWalzak@cityhall.nyc.gov>
ReplyTo: bccd@cityhall.nyc.gov
Subject: Fw: THE ATLANTIC: The Equalizer: Bill de Blasio vs. Inequality

[REDACTED]

From: Clips <Clips@cityhall.nyc.gov>
Date: Sun, 15 Nov 2015 22:13:52 +0000

Subject: THE ATLANTIC: The Equalizer: Bill de Blasio vs. Inequality

The Equalizer: Bill de Blasio vs. Inequality

THE ATLANTIC - Molly Ball

<http://www.theatlantic.com/magazine/archive/2015/12/the-equalizer/413158/>

This past may, Bill de Blasio, the first-term mayor of New York City, traveled south from his home turf to Washington, D.C. He had come to solve America's problems. "What I'm trying to do with the progressive agenda goes far beyond the boundaries of the Democratic Party," he told me, in the large suite of offices that New York City maintains in downtown D.C. "It's about changing our national debate and, ultimately, changing policies." In less than an hour, de Blasio would present what he was grandly calling "The Progressive Agenda to Combat Inequality" during a sweaty press conference on the Capitol lawn, thereby seeking his place as one of the principal combatants in the current battle for the soul of his party.

"I think the Democratic Party needs to get back to its roots," he told me, his words rapid and full of impatient certitude. "We are a party that's supposed to be about progressive economic policies and economic populism. And we're supposed to speak for the needs of working people of every background, of every region. And I don't think, as a whole, the party has done a good enough job."

De Blasio is an ungainly 6 foot 5, with the hooded eyes and dour countenance of Sam the Eagle, the Muppets' harrumphing, censorious patriot. He can sometimes be oblivious to the way his actions come across, and as we spoke, he rubbed moisturizer into the backs of his long, hairy hands. He periodically pulled a flip phone—which he keeps for personal use to supplement the BlackBerry holstered at his hip—out of his suit pocket to check his text messages.

In de Blasio's view, the Democrats got slaughtered in the 2014 midterm elections not because voters rejected liberal ideas but because voters wanted more of them—and too few Democratic candidates delivered. It is time, he said, to jettison the timid centrism—tough on crime! pro-business! down with Big Government!—that Democrats have relied on since the Bill Clinton years. "What happened in the 2014 election is a lot of candidates—I would certainly say this about a lot of Democrats—did not want to say out loud the crisis that we're facing, and I think that's a huge mistake," he said.

The crisis he was referring to, income inequality, has risen to become one of the central preoccupations of American politics as the 2016 presidential election comes closer. In a Pew survey last year, inequality was Americans' top choice for "greatest threat to the world." Even Republicans are talking about it. None other than Mitt Romney has said, "The rich have gotten richer, income inequality has gotten worse, and there are more people in poverty than ever before."

In the Democratic presidential primary, Senator Bernie Sanders's insistent focus on inequality, which he calls "the great moral issue of our time," has posed an unexpectedly stiff challenge to Hillary Clinton. But Clinton's allies in the party's more centrist wing fear that adopting a crusading, progressive tilt would be an electoral dead end. This intraparty debate could determine the orientation of American politics for years to come, and de Blasio wants to be in the middle of the fray.

He is uniquely positioned to make his claim on the party's future. Senator Elizabeth Warren of Massachusetts has won the left's heart with her tirades against big banks. And Sanders, from Vermont, has become something of a folk hero—and seen his unlikely campaign catch fire—for his rumpled rabble-rousing. But as members of the Senate minority, they can do little but spout rhetoric. De Blasio has something they don't have: power. He commands a city bureaucracy hundreds of thousands strong; he has more constituents than most senators and governors do; he presides over a city council that is both ideologically sympathetic and structurally weak. In the nearly two years since he took office, he has embarked on an aggressive program to make the city less unequal—a program whose significance he believes most New Yorkers have yet to grasp.

De Blasio wants what he's doing in New York to serve as an example for the rest of the country. And he wants Hillary Clinton—whose successful U.S. Senate campaign he managed in 2000—to embrace that example. To formulate the agenda he was presenting at the Capitol in May, he had summoned an all-star cast of liberals, such as Toni Morrison and Van Jones, to Gracie Mansion. He has given speeches across the country, in places like Nebraska and Iowa, about what he calls "the crisis of our time." He planned to host a forum on income inequality in Iowa in early December, and invited the top candidates from both parties to participate—but had to cancel it when none agreed to attend.* For months, he pointedly refused to endorse Clinton, saying he needed to be satisfied that she had positioned herself correctly on his

pet issue. “I think it’s time, in the coming weeks and months,” he told me in May, “for her to offer a specific vision for addressing income inequality.”

The long-delayed endorsement—part sincere expression, part attention-grabbing stunt—struck many commentators as a boneheaded move that speaks to an unearned and unbecoming grandiosity. As one source well placed in Clintonland put it to me: “Give me a fucking break.” When de Blasio marched on Washington in May, 13-point plan in hand, the New York media seemed mostly to be asking, Who do you think you are? Noting that de Blasio’s approval rating stood at just 44 percent among his own constituents, Bob Hardt, the political director of NY1, a local cable network, observed in a column, “Before heading off to the fields of Iowa again, perhaps it’s time to look homeward.”

Even some allies fret that de Blasio is getting too big for his britches. “When you’re mayor, you have the latitude to do those things, but only after you tend to business at home,” David Axelrod, the Democratic strategist and former Obama adviser, who has known de Blasio for more than a decade, told me. “He has to be very careful, I think, not to play so hard at the national game that he is perceived as neglecting his responsibilities.”

De Blasio brushes off such concerns. “I think we have a broken situation in Washington, D.C.,” he told me. “That is not a news flash. We know this. We know the issue of income inequality is not being addressed. We know the middle class is in great danger. We’ve got to have a breakthrough here. And I have the honor of being mayor of the biggest city in the country. It’s my obligation to act on these issues for my own constituents.”

Whether de Blasio is able to change the course of the country will depend on a couple of questions: Is his project in New York working? And do people like it? The mayor is finding, over the course of nearly two years in office, that the answers to those questions are not as closely linked as they might seem.

In september, New York’s Transport Workers Union took out a newspaper ad featuring de Blasio’s face superimposed on a graffiti-covered subway car. “Mayor de Blasio risks taking us back to the bad old days of the 1970s and 1980s,” it said. Chris Christie, the governor of New Jersey and a Republican presidential candidate, has decried the “diminution in the quality of life” in the city, blaming it on de Blasio’s

“liberal policies.” In one poll last spring, just 8 percent of New Yorkers rated the mayor’s job performance as “excellent”; one voter, Rochelle Weinberg, a Democrat from Queens, told The Wall Street Journal: “I can’t stand him. Everything he does makes me angry.”

The New York Post, the city’s conservative tabloid, has seized on anecdotal reports of disorder, from the prevalence of panhandlers to the appearance of topless performers in Times Square, to depict de Blasio’s New York as an urban hellscape. A cover last year blared, “Squeegee men back: BAD OLD DAYS,” teasing an investigative report that had turned up all of two examples of the marauding Windexers famously targeted by former Mayor Rudy Giuliani in the ’90s. Squeegee men, the article said, had returned and were “terrorizing” the city.

This tableau of decline is not what de Blasio sees when he surveys his domain. What he sees is progress. His signature achievement to date has been the introduction of free prekindergarten education for every child in the city, a feat he accomplished in his first year. He created a war room across the street from City Hall that met seven days a week to steer the breakneck implementation. And when the new pre-K classrooms opened in September 2014, even some of the mayor’s critics conceded that it was a huge accomplishment. Now in its second year, the program serves more than 65,000 city children—more pre-K students than there are students of all ages in the entire Boston school district—including half of New York’s homeless children.

Under de Blasio, the city has also mandated that employers offer paid sick leave, raised the minimum wage for certain workers, and created a new ID card that helps undocumented immigrants get access to banks and other services. The card has proved hugely popular—more than half a million have been issued. Some rents have been frozen, for the first time in half a century—providing relief to more than 1 million New Yorkers—and more than 20,000 units of affordable housing have been created or preserved. Together with Police Commissioner William Bratton, the community-policing pioneer who held the job under Giuliani in the 1990s, de Blasio has dialed back the NYPD’s stop-and-frisk policy and stopped arresting people caught with small amounts of marijuana.

De Blasio, in other words, is making the city less unequal, little by little, just as he promised to do. “The sheer amount of dollars de Blasio’s policies has shifted into the hands of working class New Yorkers is truly staggering,” the Daily News columnist Juan Gonzalez

wrote in September. “No wonder the 1%—those who had it so good for so long—want him out.”

These aren’t just nice new programs, allies argue—they’re proof that liberals can be effective, contra the stereotype of mushy-headed do-gooders whose well-intentioned efforts fall prey to dithering, bureaucracy, and overspending. “New York City, the supposedly ungovernable city, added an entire grade to the largest school system in America without a hitch,” Peter Ragone, a longtime adviser to de Blasio, told me. “That only happens through really strong management. There’s no way around that.” The economy is strong, the city’s budget is running a surplus, test scores are up, and overall crime is down. Over the summer, when many other cities saw an increase in murders, New York had the fewest in 25 years.

But this sunny picture has not exactly been the popular perception. A series of trivial flubs have chipped away at de Blasio’s public image. He was widely mocked for eating pizza with a knife and fork, and at his first Groundhog Day ceremony, he dropped the groundhog, which later died. (At his second Groundhog Day, to prevent mishaps, Staten Island Chuck was presented in a plexiglass enclosure.) Throughout his first year, he was chronically late, even by New York standards. His attempt to limit the growth of Uber—perhaps on behalf of the taxi union, a political ally—was shelved after the company targeted de Blasio with protests and attack ads. And during a violent standoff on Staten Island in August, during which a firefighter was shot, de Blasio was discovered working out, mid-morning, at a gym in Brooklyn. Even among those constituents who do not see de Blasio as a radical bent on redistributing their wealth to minorities, a view persists of his administration as an embarrassing comedy of errors, and the mayor as its fool—tall, doofy, and deluded. Who cares how much good you’re doing if New Yorkers have decided you’re a putz?

In October, de Blasio appeared on CNN with his own version of Donald Trump’s signature hat. It read make america fair again. Although de Blasio embraces the term progressive, with its suggestion of forward motion, his liberalism has a fundamentally nostalgic cast. He believes he is reaching back to an older tradition—a vanished time when broadly shared prosperity gave people good jobs and good wages. He invokes the Democratic heritage of Franklin Delano Roosevelt and Fiorello La Guardia, two men his Italian mother and her two sisters so admired that it often felt like they were invisibly present at family gatherings in the 1970s and ’80s. “They talked about them all the time,” de Blasio told

me. Never mind that the postwar years were far from fair for women, or blacks, or gays; de Blasio, like Trump, is tapping into a widespread sentiment that America's best days may have passed.

Bill de Blasio was born Warren Wilhelm Jr. (as a young adult, he adopted a combination of his childhood nickname and his mother's maiden name) in 1961 to a pair of 44-year-old liberal intellectuals. His family was haunted by McCarthyism: In 1950, both of his parents, Maria and Warren Wilhelm, had to defend themselves against charges of communist sympathies before a government-loyalty board. (Maria worked as a researcher at Time magazine, where her outspoken liberalism raised the hackles of one of the writers, the noted anti-communist Whittaker Chambers.) Though they were cleared, the investigation stymied Warren's career as a Commerce Department economist and set off a gradual, alcohol-fueled decline. He left the family when de Blasio was in elementary school. A decade later, he shot and killed himself in the parking lot of a Connecticut motel.

De Blasio's friends say this heritage has given him a profound leftist identity. "His mother was denounced by Whittaker Chambers. His father basically had his career ruined by McCarthyites," one told me. "On a deep, deep level, he knows that there really is a right wing, and it's not nice."

Thus, while many in his generation thrilled to the vision of Ronald Reagan, de Blasio had a very different reaction. Reagan's election, he told me, was "a shock like you would not believe," one that he sees as the root of virtually every pernicious economic trend—"deregulation and trickle-down economics and globalization." When I noted that a lot of people had found Reagan compelling, de Blasio shot back, "Well, I don't know many of those people."

De Blasio's young adulthood reads as a near-parody of a 1980s lefty's life. After earning a master's degree in international affairs from Columbia University, he went to Nicaragua to help the Sandinistas; he marched in protests against the Three Mile Island nuclear-power plant. He worked on David Dinkins's 1989 mayoral campaign, then took a job at City Hall, where, in 1991, he met Chirlane McCray, an African American poet, activist, and speech writer. In 1979, McCray had written an essay for Essence titled "I Am a Lesbian." De Blasio wooed her nonetheless, and in 1994, they were married in Brooklyn's Prospect Park.

De Blasio continued to pursue a career in government, working under Andrew Cuomo in Bill Clinton's Department of Housing and Urban Development. In 1996, he directed the New York State campaign for Clinton's reelection. When Hillary Clinton, then still the first lady, decided to run for Senate in 2000, she tapped de Blasio to manage her campaign.

Harold Ickes, the former Clinton adviser, who has known de Blasio since his Dinkins days, told me that de Blasio initially hesitated to take the job managing the Senate campaign, because he was intimidated by the complexities of the Clintons' world. "I said to him, 'You can bring the good news and I'll bring the bad news,' " Ickes said. "We did that a lot of times—he'd call me and say, 'Would you mind calling Hillary and talking about X, Y, or Z issue?'" De Blasio's management style was laid-back and indecisive, and toward the end of the campaign he was removed from the chain of command, according to *The New York Times*. Ickes told me that wasn't the case. The perception, he said, was based on a misunderstanding of de Blasio's role: His job was to guide Clinton through the ins and outs of New York politics, not to serve as an overall strategist.

It was clear to Ickes even then that de Blasio intended to seek office himself someday. "He always talked about it, but in New York, it's like getting your ticket to the fish counter at Zabar's on a Friday night—you have to stand in a long line," Ickes told me. After Hillary Clinton's election, de Blasio ran for a Brooklyn city-council seat. "And the rest is history, as they say."

To de Blasio's allies, the twin strands of his biography—staunch liberal who's sure of his principles, and political operative who understands electoral sausage making—constitute just the combination needed to bring about New York's progressive transformation. "He's basically an idealist who makes deals to get things done," Howard Dean, the former governor of Vermont and a friend of de Blasio's, told me. "He's not starry-eyed. But he's also not a guy who's only interested in his own power."

One persistent criticism, however, is that de Blasio's certitude leaves little room for alternate approaches. At one point, I asked him how he would adjust his worldview if his policies turned out to be ineffective—if, as his critics warn, crime and deficits and the squeegee men returned. He said his approaches had already been tested. "We've picked up on some policies that have already been successful elsewhere," he said.

When it came to questions like the value of prekindergarten, he said, “I think the jury came back a long time ago.”

Despite New York’s reputation as a liberal bastion, before de Blasio’s election the city had not had a Democratic mayor since Dinkins left office, in 1993. The odds-on candidate to replace Michael Bloomberg in 2013 was the city-council speaker, Christine Quinn, who had cozied up to business interests and helped Bloomberg win a third term by getting rid of the city’s two-term limit. (She had defeated de Blasio for the speaker position in 2005.) Bloomberg was still popular with majorities of city voters and of Democrats; Quinn positioned herself as the candidate who would stay the course in good times.

But de Blasio correctly sensed that a liberal wind was blowing. He was at the vanguard of a progressive takeover of city politics that began in 2009, when he won the primary for the citywide office of public advocate in a surprise upset. De Blasio was endorsed by the Working Families Party, a labor-backed, left-wing coalition that also helped seven liberal challengers win city-council primaries and special elections that year. Once in office, they joined with other liberals on the council to form an 11-member progressive caucus. They were a minority on the 51-seat council, but they quickly proved capable of driving the agenda—and irritating Bloomberg—by, for example, pushing for paid sick leave and against stop-and-frisk. Quinn opposed the progressives on both issues, beginning her alienation from the Democratic base.

De Blasio promised, in his campaign, to fund his pre-K proposal through a new tax on incomes above \$500,000—a way to help the poor by taking from the rich. But once he assumed office, after coasting in the general election with 73 percent of the vote, the Democratic governor, Andrew Cuomo, countered by announcing that the state would fund the pre-K expansion without raising taxes. De Blasio insisted that the tax hike was necessary to ensure future funding, and he lobbied lawmakers to pass it. At the same time, he announced that some public charter schools would no longer get free space in public-school buildings—a policy change that charter-school advocates took as a declaration of war.

Eva Moskowitz, the CEO of the Success Academy public-charter chain and a target of de Blasio’s, told me that she believes de Blasio has been blinded to alternate approaches by his ideology and by his loyalty to the teachers union. “His views of the solution don’t look that different from

those being proposed 30 years ago,” Moskowitz said. “I’ve watched up close for many, many years, and those solutions do not work.”

Not long after de Blasio was sworn in, as he was trying to gin up support for his pre-K tax, charter-school advocates held a massive rally in Albany—headlined by Cuomo—and aired television ads blasting the mayor as anti-student. The blowback helped doom de Blasio’s tax proposal. So while he publicly claims victory for getting pre-K funded and running, sources close to him say he privately acknowledges that he lost the battle. “He got his clock cleaned by Cuomo in Albany the first year,” says one de Blasio ally. “He knows he misplayed it.”

De Blasio was determined to get better results from the second legislative session of his term. He stumped across the state to get more Democrats elected to the legislature in 2014. And he strenuously avoided criticizing Cuomo. That wasn’t easy, as the governor continually found large and small ways to needle the mayor, from refusing to consider de Blasio’s plan to redevelop a rail yard in Queens to announcing a restrictive Ebola quarantine in the fall of 2014 without consulting him. Last winter, Cuomo, who oversees the city’s transit system, blindsided de Blasio by announcing that the subways would close ahead of a snowstorm—de Blasio found out about the closure when it was reported by the media. A cartoon in the Daily News depicted de Blasio as a housefly and Cuomo as a sadistic teenager ripping off one of his wings.

De Blasio ignored the provocations. He even helped Cuomo at a crucial moment. Up for reelection in 2014, Cuomo faced a primary challenge from Zephyr Teachout, a law professor recruited by the Working Families Party. The party saw Cuomo as exactly the sort of Wall Street Democrat it was trying to drive out: Despite being the son of one of de Blasio’s progressive idols (the mayor’s “tale of two cities” campaign slogan was also the refrain of Mario Cuomo’s landmark Democratic National Convention speech in 1984), Andrew Cuomo built his career on a socially liberal but fiscally conservative platform, cutting taxes on the wealthy as he pushed gay marriage through the legislature. The Working Families Party’s mission is to make this kind of moderation unacceptable. “We want to do to Democrats what the Tea Party did to Republicans,” the party’s national director, Dan Cantor, told me.

Though the WFP had persuaded Teachout to run against Cuomo, de Blasio urged the party to support the incumbent, seeing an opportunity to build leverage with a governor who was almost certain to win

reelection. De Blasio brokered a deal in which the governor made a series of promises to the progressives: He said he would fight to help Democrats retake the state Senate, to increase the minimum wage, and to enact campaign-finance reform. Cuomo recorded a videotaped address to the WFP's convention, where members were hotly divided over which candidate to back. When some complained that in the video Cuomo had avoided making his promises explicit, de Blasio arranged to get Cuomo on speakerphone to make the commitments the delegates were waiting to hear.

It was a close call, but Cuomo won the group's endorsement, which would seem to have put him in de Blasio's debt. Yet the governor proceeded to renege on the deal. He not only didn't lift a finger for Democratic Senate candidates, he started a new party, the Women's Equality Party, aimed at undermining the similarly acronymed WFP and draining its ballot share. Cuomo won reelection with 54 percent of the vote, a slimmer margin than expected. De Blasio and the Working Families Party, in the words of New York magazine, "got played."

De Blasio's efforts to get more Democrats elected to the legislature also backfired. Almost all the candidates he'd campaigned for lost; some were attacked for their association with the liberal mayor. The Republicans elected in their stead were annoyed with de Blasio as a result of his efforts against them. When the legislature convened this year, Cuomo completed the humiliation by antagonizing de Blasio more brazenly than ever. Cuomo and the split legislature conspired to deny virtually all of de Blasio's requests, refusing the changes to housing policy he sought and passing an insulting one-year extension of mayoral school control, rather than the permanent extension he had asked for. In newspaper articles, an anonymous "top Cuomo administration official" trashed de Blasio's strategy, telling the Daily News, "He puts himself in these situations." The press quickly sniffed out this official's identity: Cuomo himself.

De Blasio had finally had enough. In an interview with NY1, the cable network, he abandoned the pretense of comity and accused Cuomo of shortchanging the city out of pure spite: "In my many efforts to find some common ground, suspiciously, it seemed that every good idea got rejected or manipulated." Many on the left cheered at the venting of their long-held frustrations. But beyond catharsis, it wasn't clear what de Blasio hoped to achieve with his broadside. In recent polling, Cuomo's approval rating in New York City came in higher than de Blasio's.

The greatest test of de Blasio's progressive ideals has been the city's convulsions over police brutality. Last December, after a grand jury declined to indict the white police officer who'd choked Eric Garner to death, the mayor seemed to side with the protesters and against the police. De Blasio said he worries about the danger his own son, who is biracial, faces at the hands of police. "We've had to literally train him, as families have all over this city for decades, in how to take special care in any encounter he has with the police officers who are there to protect him," he said.

Two weeks later, two officers were shot and killed as they sat in their patrol car. "There is blood on many hands tonight," the head of the police union, Pat Lynch, said of the killings. "That blood on the hands starts on the steps of City Hall, in the office of the mayor." At the slain officers' funerals, hundreds of police officers turned their backs on de Blasio.

Had this happened in the 1990s, when fear of crime was at its height, such a moment could well have been a breaking point—the moment when the mayor lost the city, when the silent majority's fear of disorder turned into a visceral rejection, when New Yorkers joined the officers in turning their backs on the mayor. But in 2015, that didn't quite happen. Instead, about 70 percent of New Yorkers told pollsters they disapproved of the union's actions and Lynch's comments.

The incident made clear that times have changed since Bill Clinton and the Democratic Leadership Council saved the party from itself in the '90s—a time when the party's image as soft on crime was its biggest obstacle to mainstream success. Public sentiment has changed in other ways, too, since Clinton urged the party to move to the middle. Americans are far more liberal than they used to be on social issues like gay marriage. This year, 24 percent of Americans said they consider themselves liberal, a record high in Gallup's two decades of polling the question (though still well behind the 38 percent who call themselves conservative and the 34 percent who call themselves moderate).

"The Wall Street Democrats do not seem to understand that the debate has changed," Michael Podhorzer, the political director of the AFL-CIO and one of the left's top strategists, told me. "There is a sense of entitlement, and a failure to comprehend that the threat is more than rhetorical. But the reality is, a Wall Street Democrat can't win today." Podhorzer advises Democrats against campaigning explicitly on

“inequality,” a word, he says, that resonates only with elites. But a platform of worker-friendly issues, such as raising the minimum wage and implementing paid family leave, can galvanize a wide spectrum of voters.

Moderate Democrats, meanwhile, tend to break out in hives when they hear de Blasio argue that they would win more elections if they just tacked to the left. They hear in his words a latter-day echo of the Jesse Jackson-style interest-group liberalism Bill Clinton rejected. “There are a lot of Democrats and Republicans who aspire to be wealthy themselves,” Jack Markell, the centrist governor of Delaware, told me. “If we say to people, ‘The rich are the problem,’ I don’t think that’s a particularly good strategy.” Elaine Kamarck, a political scientist and Democratic operative who in 1989 co-wrote a manifesto that established the stance of the centrist Democratic Leadership Council, told me bluntly that if Democratic candidates move sharply to the left, “they will lose.”

Hillary Clinton, in her current incarnation, has largely seemed to take the centrists’ side of the argument. In Ohio in September, she told a group of women, “You know, I get accused of being kind of moderate and center. I plead guilty.” But there are signs she feels compelled to heed the party’s vocal left wing. After scrupulously avoiding taking a position on the fracas over trade that split the Democrats in the spring, Clinton came out against the Trans-Pacific Partnership in October. (Warren, Sanders, and de Blasio had all strongly opposed giving Obama authority to expedite negotiations for the free-trade agreement, a major Obama priority for which Clinton had advocated as secretary of state.) She has also come out against the Keystone XL pipeline, which environmentalists loathe, and proposed a set of new regulations to rein in Wall Street.

In late October, de Blasio finally ended the suspense and endorsed Clinton, calling her “the candidate who I believe can fundamentally address income inequality effectively.”* The Clinton campaign buried the news in a press release announcing the support of 85 mayors across the country.

If de Blasio’s influence on the national discussion remains a work in progress, that hasn’t stopped him from trying to steer the global one as well. In September, he welcomed Pope Francis to New York, hailing him as “the leading moral force on this Earth” and positioning himself as an ally in the global struggle against poverty. He has made official

visits to Paris and Israel. He has spoken on more than one occasion with Alexis Tsipras, the on-again, off-again prime minister of Greece, whose crusade against austerity he applauds. De Blasio told me that he recently had a “powerful conversation” with the then-mayor of Rome, who shared his frustration at being far out in front of his national government.

The New York press has consistently depicted these activities as presumptuous—a pattern that clearly irks de Blasio. Why shouldn’t the mayor of America’s largest and most cosmopolitan city be not only a national leader but an international one, too? “My job is to produce for my people in this city, the 8.4 million people that I represent,” de Blasio told me. “But I am also cognizant of the fact that we do have an impact on the national discussion. Even a little bit on the international discussion.”

Nonetheless, there are signs that de Blasio is starting to pay more attention to his image at home. On a rainy Friday in October, he was scheduled to visit Washington once again, this time to give the keynote address to a liberal group called American Family Voices. But Hurricane Joaquin was headed for the East Coast, and at the last minute de Blasio canceled his appearance. Frequently called out in the New York media for his forays onto the national stage, the mayor seemed eager to avoid the spectacle of being caught speechifying out of town while his constituents struggled to cope with a storm.

Once criticized for his refusal to engage with trivial political controversies, de Blasio lately stands accused, in a New York Times article, of having become too reactive. When Staten Islanders complained that he hadn’t spent much time in the borough, for example, de Blasio quickly scheduled a trip there. After long insisting that the city didn’t need any more police, he agreed to add 1,300 new officers. He’s even started showing up for events on time. As de Blasio continues to learn, having a strong sense of direction is only one part of being a transcendent leader. The other is convincing people to follow you.

From: [Snyder, Thomas](#)
To: [Shorris, Anthony](#); [Williams, Dominic](#); [Fuleihan, Dean \(OMB\)](#); [Wolfe, Emma](#); [Everett, Matt](#); [Fialkoff, Gabrielle](#); [Arsianian, Kayla](#); [Walzak, Phil](#); [Hagelgans, Andrea](#); [Schnake Mahl, Gabriel](#); [Da Costa, Ricky](#); [Wiley, Maya](#); [Reisman, Lisette](#); [Caquias, Paula](#); [Ko, Eunice](#); [Zuniga, Andrea](#); [Jonathan Rosen](#); [John, Roxanne](#); [Thornton, Demetrius](#); [John Del Ceccato](#); [Griffith, Chantell](#); [Louis Espiritusanto, Jose](#); [Hinton, Karen](#); [Darlington, Mandy \(OMB\)](#); [Prisca Salazar](#)
Subject: PLANNING MEETING
Date: Tuesday, November 17, 2015 11:57:17 AM

This Thursday's Planning Meeting is cancelled.

Tom Snyder
Chief of Staff

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [@MiniGroup](#); [Geri Prado](#); [John Del Cecato \(ifdc@akpdmedia.com\)](#); [Hayley Prim \(hayley@progressiveagenda.us\)](#)
Subject: MINI SCHEDULE - Wednesday, November 18, 2015
Date: Tuesday, November 17, 2015 7:20:17 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, November 18, 2015

WEATHER: Hi of 58 Low of 54. Mostly Cloudy
ATTIRE: Business
NOTES: [REDACTED]

6:30 - 7:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 AM [REDACTED]
Location: [REDACTED]

9:00 - 9:30 AM TRAVEL FROM [REDACTED] TO CITY HALL // [REDACTED]
[REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

10:00 - 11:00 AM PREP
Location: City Hall, The Blue Room

11:00 - 11:30 AM TRAVEL FROM CITY HALL 255 WEST 43 rd STREETS
Travel Time: 30 Mins
Car: [REDACTED]

11:30 - 1:00 PM PRESS AVAIL
Location: The Times Square, 255 West 43rd Street, NYC, Lobby
Staff Contact: Marti Adams Baker
Telephone: [REDACTED]
Press Contact: Karen Hinton
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]
Setup: Press conference set up
Podium: Yes
Remarks: Prepared
Press: Open

1:00 - 1:15 PM TRAVEL FROM 43RD STREET TO CNN STUDIO'S

Travel Time: 15 Mins.

Car: [REDACTED]

1:30 - 2:00 PM (T) IN-STUDIO INTERVIEW WITH CNN

Location: CNN Studios - Time Warner Center, West 58th between 8th and 9th Avenue

2:00 - 2:30 PM TRAVEL FROM CNN TO CITY HALL

Car: [REDACTED]

2:30 - 3:30 PM [REDACTED] BRIEFING

Location: City Hall, The Blue Room

3:30 - 4:00 PM

Location: [REDACTED]

4:00 - 5:00 PM [REDACTED] MEETING

Location: City Hall, The Blue Room

5:00 - 6:00 PM [REDACTED] MEETING

Location: City Hall, The Blue Room

6:00 - 6:30 PM MEETING WITH ANDREA AND PHIL

Location: City Hall, The Mayor's Office

6:30 - 7:00 PM TRAVEL FROM CITY HALL TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

7:00 - 9:00 PM DINNER WITH NYC COUNCIL MEMBERS

Location: Gracie Mansion

Staff Contact: Veronica Lake

Telephone: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

Wednesday, November 18

11:00 am – United Neighbor House “Adult Literacy” 150 people

12:00 pm – Council Member Ferreras “Brooklyn Libraries Announcement” 50 people

FLONYC SCHEDULE

9:30 - 9:45 AM UPDATE CITY COUNCIL LEADERSHIP ON ROADMAP INITIATIVES

10:00 - 11:00 AM PREP

10:35 - 10:50 AM PHONE INTERVIEW WITH BRIAN LEHRER, WNYC

11:30 - 1:00 PM PRESS AVAIL

2:00 - 2:30 PM

[REDACTED]

2:30 - 3:00 PM CONFERENCE CALL WITH MAYOR'S FUND FUNDERS

3:30 - 4:00 PM MEETING WITH JILL BOWEN

4:00 - 6:30 PM

[REDACTED]

7:00 - 9:00 PM ATTEND NYC COUNCIL MEMBERS DINNER WITH MBDB

From: [Salazar-Rodriguez, Prisca](#)
To: ["John Del Cecato"](#)
Subject: RE: Sat night
Date: Wednesday, November 18, 2015 10:40:00 AM

Good for you.
Ok will try to do TPA earlier.

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

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Wednesday, November 18, 2015 10:39 AM
To: Salazar-Rodriguez, Prisca
Subject: Re: Sat night

I have an event at 5pm, then dinner, then a concert with my girlfriend & another couple.. Could do sometime Saturday morning/early afternoon though

On 11/18/15, 10:37 AM, "Salazar-Rodriguez, Prisca"
<PSalazar-Rodriguez@cityhall.nyc.gov> wrote:

>Let me know what time works for David on Sat.
>Im also trying to do a TPA strategy meeting at Gracie on Saturday - Are
>you around this way you guys can go from the meeting to dinner??
>Geri will be in NY for TPA

>

>-----Original Message-----

>From: B
>Sent: Wednesday, November 18, 2015 10:18 AM
>To: Salazar-Rodriguez, Prisca
>Cc: John Del Cecato
>Subject: Sat night

>

>

>Chirlane and I want to have dinner or drinks with david axelrod, who's
>in town. Pls set up via del cecato. And we want jdc to join if he's
>free

>

>

From: [Litvak, Gwendolyn](#)
To: [Spitalnick, Amy \(OMB\)](#); "[Geri Prado](#)"
Cc: [John Del Cecato](#); [Mesa, Nilda](#); [Hayley Prim](#); [Gouin, Kate](#)
Subject: RE: Following up
Date: Wednesday, November 18, 2015 12:00:44 PM

Nilda can do 2pm est if others can do that time.

GWEN LITVAK | 212-442-6332

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

From: Spitalnick, Amy (OMB) [<mailto:SpitalnickA@omb.nyc.gov>]
Sent: Wednesday, November 18, 2015 12:00 PM
To: 'Geri Prado'
Cc: John Del Cecato; Mesa, Nilda; Hayley Prim; Litvak, Gwendolyn
Subject: RE: Following up

So should we delay call?

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

From: Geri Prado [<mailto:geri@progressiveagenda.us>]
Sent: Wednesday, November 18, 2015 11:57 AM
To: Spitalnick, Amy (OMB)
Cc: John Del Cecato; Mesa, Nilda; Hayley Prim; Litvak, Gwendolyn
Subject: Re: Following up

OK. [REDACTED]

Thanks

> On Nov 18, 2015, at 11:55 AM, Spitalnick, Amy (OMB) <SpitalnickA@omb.nyc.gov> wrote:

>

> I think Nilda may be at an event. Adding Gwen from her team. If Nilda can't join we can just discuss and I'll coordinate with Nilda on the back end.

>

>

> -----Original Message-----

> From: Geri Prado [<mailto:geri@progressiveagenda.us>]

> Sent: Wednesday, November 18, 2015 11:55 AM

> To: Spitalnick, Amy (OMB)

> Cc: John Del Cecato; Mesa, Nilda; Hayley Prim

> Subject: Re: Following up

>

> Nilda- did this time work for you?

>

>

>> On Nov 18, 2015, at 9:21 AM, Spitalnick, Amy (OMB) <SpitalnickA@omb.nyc.gov> wrote:

>>

>> Works for me.

>>

>> Original Message

>> From: John Del Cecato

>> Sent: Wednesday, November 18, 2015 9:11 AM

>> To: Geri Prado; Spitalnick, Amy (OMB)

>> Cc: Mesa, Nilda; Hayley Prim

>> Subject: Re: Following up

>>
>>
>> Maybe around noon?
>>
>> On 11/18/15, 9:10 AM, "Geri Prado" <geri@progressiveagenda.us> wrote:
>>
>>> Hey Amy-
>>>
>>> We/they are not quite wed to that. Maybe we could get on a quick
>>> call around this to explain?
>>>
>>> Looping in John as he's been dealing with one end of Steyer land and
>>> I the other.
>>>
>>> Thank you.
>>>> On Nov 17, 2015, at 5:39 PM, Spitalnick, Amy (OMB)
>>>> <SpitalnickA@omb.nyc.gov> wrote:
>>>>
>>>> Hi Geri -
>>>>

>>>>
>>>>
>>>> -----Original Message-----
>>>> From: Mesa, Nilda [<mailto:NMesa@cityhall.nyc.gov>]
>>>> Sent: Tuesday, November 17, 2015 5:33 PM
>>>> To: 'Geri Prado'
>>>> Cc: Spitalnick, Amy (OMB)
>>>> Subject: RE: Following up
>>>>
>>>> Hi Geri --
>>>>
>>>> We got slammed this last week -- sorry for not responding right away.
>>>> Amy and I had a chance to talk and have to do some more internal
>>>> vetting/organizing. But we'll be back to you.
>>>>
>>>> Thanks,
>>>> Nilda
>>>>
>>>>
>>>> NILDA MESA | Director
>>>>
>>>> Mayor's Office of Sustainability
>>>> Main: 212.788.9956 | Direct: 212.788.7772 | Cell: 646.276.5261
>>>> Fax: 212.312.0985
>>>> 253 Broadway, 7th floor NYC 10007
>>>> Email: nmesa@cityhall.nyc.gov
>>>> PConsider the environment before printing this email
>>>>
>>>>
>>>>
>>>> -----Original Message-----
>>>> From: Geri Prado [<mailto:geri@progressiveagenda.us>]
>>>> Sent: Friday, November 13, 2015 3:19 PM

>>>> To: Mesa, Nilda
>>>> Subject: Following up
>>>>
>>>> Hi Nilda!
>>>>
>>>> I was wondering if I could follow up on the convo with Sky and
>>>> Andrea last week from NextGen. Did you and Amy have a chance to
>>>> talk about ideas?
>>>>
>>>> Thank you
>>>>
>>>> Geri
>>
>

From: [Mesa, Nilda](#)
To: [Spitalnick, Amy \(OMB\)](#); [Litvak, Gwendolyn](#); "Geri Prado"
Cc: [John Del Cecato](#); [Hayley Prim](#); [Gouin, Kate](#)
Subject: RE: Following up
Date: Wednesday, November 18, 2015 12:46:31 PM

Can we make it 2:15? I'll be coming from an offsite meeting.

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

From: Spitalnick, Amy (OMB) [<mailto:SpitalnickA@omb.nyc.gov>]
Sent: Wednesday, November 18, 2015 12:02 PM
To: Litvak, Gwendolyn; 'Geri Prado'
Cc: John Del Cecato; Mesa, Nilda; Hayley Prim; Gouin, Kate
Subject: RE: Following up

Ok with me.

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

From: Litvak, Gwendolyn [<mailto:GLitvak@cityhall.nyc.gov>]
Sent: Wednesday, November 18, 2015 12:01 PM
To: Spitalnick, Amy (OMB); 'Geri Prado'
Cc: John Del Cecato; Mesa, Nilda; Hayley Prim; Gouin, Kate
Subject: RE: Following up

Nilda can do 2pm est if others can do that time.

GWEN LITVAK | 212-442-6332

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

From: Spitalnick, Amy (OMB) [<mailto:SpitalnickA@omb.nyc.gov>]
Sent: Wednesday, November 18, 2015 12:00 PM
To: 'Geri Prado'
Cc: John Del Cecato; Mesa, Nilda; Hayley Prim; Litvak, Gwendolyn
Subject: RE: Following up

So should we delay call?

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

From: Geri Prado [<mailto:geri@progressiveagenda.us>]
Sent: Wednesday, November 18, 2015 11:57 AM
To: Spitalnick, Amy (OMB)
Cc: John Del Cecato; Mesa, Nilda; Hayley Prim; Litvak, Gwendolyn
Subject: Re: Following up

OK. [REDACTED]

Thanks

> On Nov 18, 2015, at 11:55 AM, Spitalnick, Amy (OMB) <SpitalnickA@omb.nyc.gov> wrote:

>

> I think Nilda may be at an event. Adding Gwen from her team. If Nilda can't join we can just discuss and I'll coordinate with Nilda on the back end.

>

>

> -----Original Message-----

> From: Geri Prado [<mailto:geri@progressiveagenda.us>]
> Sent: Wednesday, November 18, 2015 11:55 AM
> To: Spitalnick, Amy (OMB)
> Cc: John Del Cecato; Mesa, Nilda; Hayley Prim
> Subject: Re: Following up

>
> Nilda- did this time work for you?

>
>
>> On Nov 18, 2015, at 9:21 AM, Spitalnick, Amy (OMB) <SpitalnickA@omb.nyc.gov> wrote:

>>
>> Works for me.

>>
>> Original Message
>> From: John Del Cecato
>> Sent: Wednesday, November 18, 2015 9:11 AM
>> To: Geri Prado; Spitalnick, Amy (OMB)
>> Cc: Mesa, Nilda; Hayley Prim
>> Subject: Re: Following up

>>
>>
>> Maybe around noon?

>>
>> On 11/18/15, 9:10 AM, "Geri Prado" <geri@progressiveagenda.us> wrote:

>>
>>> Hey Amy-

>>>
>>> We/they are not quite wed to that. Maybe we could get on a quick
>>> call around this to explain?

>>>
>>> Looping in John as he's been dealing with one end of Steyer land and
>>> I the other.

>>>
>>> Thank you.
>>>> On Nov 17, 2015, at 5:39 PM, Spitalnick, Amy (OMB)
>>>> <SpitalnickA@omb.nyc.gov> wrote:

>>>>
>>>> Hi Geri -

>>>>


>>>>
>>>>
>>>> -----Original Message-----
>>>> From: Mesa, Nilda [<mailto:NMesa@cityhall.nyc.gov>]
>>>> Sent: Tuesday, November 17, 2015 5:33 PM
>>>> To: 'Geri Prado'
>>>> Cc: Spitalnick, Amy (OMB)
>>>> Subject: RE: Following up

>>>>
>>>> Hi Geri --

>>>>
>>>> We got slammed this last week -- sorry for not responding right away.
>>>> Amy and I had a chance to talk and have to do some more internal
>>>> vetting/organizing. But we'll be back to you.

>>>>
>>>> Thanks,
>>>> Nilda
>>>>
>>>>
>>>> NILDA MESA | Director
>>>>
>>>> Mayor's Office of Sustainability
>>>> Main: 212.788.9956 | Direct: 212.788.7772 | Cell: 646.276.5261
>>>> Fax: 212.312.0985
>>>> 253 Broadway, 7th floor NYC 10007
>>>> Email: nmesa@cityhall.nyc.gov
>>>> PConsider the environment before printing this email
>>>>
>>>>
>>>>
>>>> -----Original Message-----
>>>> From: Geri Prado [<mailto:geri@progressiveagenda.us>]
>>>> Sent: Friday, November 13, 2015 3:19 PM
>>>> To: Mesa, Nilda
>>>> Subject: Following up
>>>>
>>>> Hi Nilda!
>>>>
>>>> I was wondering if I could follow up on the convo with Sky and
>>>> Andrea last week from NextGen. Did you and Amy have a chance to
>>>> talk about ideas?
>>>>
>>>> Thank you
>>>>
>>>> Geri
>>
>

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Hayley Prim](#) (hayley@progressiveagenda.us); [Geri Prado](#); [John Del Cecato](#) (jfdc@akpdmmedia.com)
Subject: MINI SCHEDULE - Thursday, November 19, 2015
Date: Wednesday, November 18, 2015 6:38:59 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, November 19, 2015

WEATHER: Hi of 64 Low of 54. Rain/Wind

ATTIRE: Business

NOTES: [REDACTED]

6:30 - 7:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 AM [REDACTED]
Location: [REDACTED]

9:00 - 9:30 AM TRAVEL FROM [REDACTED] TO CITY HALL // DAILY COMMS CALL WITH ROSEMARY
Travel Time: 30 Mins.
Car: [REDACTED]

9:45 - 10:30 AM [REDACTED]
Location: City Hall, The Mayor's Office

10:30 - 11:00 AM [REDACTED]
Location: [REDACTED]

11:00 - 11:15 AM [REDACTED]
Location: [REDACTED]

11:30 - 12:00 PM [REDACTED]
Location: [REDACTED]

12:00 - 1:00 PM [REDACTED]
Location: [REDACTED]

1:00 - 1:30 PM HEROES OF THE WEEK CEREMONY WITH DEPARTMENT OF CORRECTIONS AND FDNY
Location: City Hall, The Blue Room

Staff Contact: Marti Adams Baker

Telephone: [REDACTED]

Press Contact: Monica Klein

Telephone: [REDACTED]

1:30 - 2:00 PM

[REDACTED]

Location: City Hall, The Mayor's Office

2:00 - 3:00 PM

[REDACTED] BRIEFING

Location: City Hall, The Blue Room

3:00 - 4:00 PM

MEETING WITH ROBERT TROELLER

Location: City Hall, The Mayor's Office

4:00 - 5:00 PM

[REDACTED]

Location: [REDACTED]

5:00 - 5:30 PM

[REDACTED]

Location: [REDACTED]

5:30 - 5:45 PM

[REDACTED]

[REDACTED]

Location: [REDACTED]

6:00 - 7:00 PM
SPEAKER MMV

REMARKS AT PUERTO RICAN HERITAGE CELEBRATION CO-HOSTED WITH

Location: City Hall, Council Chambers

Staff Contact: Veronica Lake

Telephone: [REDACTED]

7:00 - 7:30 PM

TRAVEL FROM CITY HALL TO 49 WEST 49TH STREET, NEW YORK

Travel Time: 30 Mins.

Car: [REDACTED]

7:30 - 8:00 PM

IN STUDIO INTERVIEW ON HARBALL WITH CHRIS MATTHEWS

Location: NBC Studio, 49 West 49th Street, New York NY 10112

8:00 - 8:30 PM

TRAVEL FROM NBC TO GRACIE MANSION

Travel Time: 30 Mins.

Car : [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

11:00 AM – Make The Road N.Y. “Municipal I.D.’s” 30 people

12:00 PM – Student Faculty Coalition Against Oppression “Verbal Attacks on Students Faculty” 40 people

FLONYC SCHEDULE

9:30 - 10:30 AM



11:20 - 11:30 AM

LIVE PHONE INTERVIEW WITH PAT FARNACK, WCBS NEWSRADIO 880

11:30 - 11:45 AM

PHONE INTERVIEW WITH MASHABLE

12:00 - 5:00 PM WHITESPACE

6:00 - 7:00 PM



From: [John Del Cecato](#)
To: [B](#)
Subject: Re: POLITICO: [PRO] Whiteboard: NYT/Siena Poll: More than half of NYC residents struggling or "just getting by"
Date: Thursday, November 19, 2015 7:34:11 AM

From: Bill de Blasio <BCCD@cityhall.nyc.gov>
Reply-To: Bill de Blasio <BCCD@cityhall.nyc.gov>
Date: Wednesday, November 18, 2015 at 9:51 PM
To: John Del Cecato <jfdc@akpdmedia.com>
Subject: Fw: POLITICO: [PRO] Whiteboard: NYT/Siena Poll: More than half of NYC residents struggling or 'just getting by'

From: Clips <Clips@cityhall.nyc.gov>
Date: Thu, 19 Nov 2015 00:06:12 +0000
Subject: POLITICO: [PRO] Whiteboard: NYT/Siena Poll: More than half of NYC residents struggling or 'just getting by'

[PRO] Whiteboard: NYT/Siena Poll: More than half of NYC residents struggling or 'just getting by'
POLITICO NY - Laura Nahmias
[Link is not available]

More than half of New York City residents are struggling or "just getting by," a new New York Times/Siena poll released Wednesday shows.

Even as city officials say the local economy is strong, 21 percent of residents said they had experienced times over the past year when they did not have enough money to buy food for themselves or their families. And 82 percent said that they did not have enough money to provide adequate shelter for themselves or their families over the last 12 months.

Read the poll's crosstabs here: <http://bit.ly/1lvvDAA>

From: [Viguers, Jonathan](#)
To: [Salazar-Rodriguez, Prisca](#); [John Del Cecato](#); [Jonathan Rosen](#); [Blumm, Kate](#); [Snyder, Thomas](#); [Da Costa, Ricky](#); [Shorris, Anthony](#); [Griffith, Chantell](#); [Williams, Dominic](#); [Tarlow, Mindy](#); [Wolfe, Emma](#); [Schnake Mahl, Gabriel](#); [Schwartz, Regina](#); [Zuniga, Andrea](#); [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: MBDB: State of The City Briefing
Date: Thursday, November 19, 2015 2:25:21 PM

Please gather.

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

From: Salazar-Rodriguez, Prisca

Sent: Monday, November 16, 2015 11:11 AM

To: Salazar-Rodriguez, Prisca; John Del Cecato; Jonathan Rosen; Blumm, Kate; Snyder, Thomas; Da Costa, Ricky; Shorris, Anthony; Griffith, Chantell; Williams, Dominic; Tarlow, Mindy; Wolfe, Emma; Schnake Mahl, Gabriel; Schwartz, Regina; Zuniga, Andrea; 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: MBDB: State of The City Briefing

When: Thursday, November 19, 2015 2:00 PM-3:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: City Hall, The Blue Room

From: [Arslanian, Kayla](#)
To: [Salazar-Rodriguez, Prisca](#); [John Del Cecato](#); [Jonathan Rosen](#); [Blumm, Kate](#); [Snyder, Thomas](#); [Da Costa, Ricky](#); [Shorris, Anthony](#); [Griffith, Chantell](#); [Williams, Dominic](#); [Tarlow, Mindy](#); [Wolfe, Emma](#); [Schnake Mahl, Gabriel](#); [Schwartz, Regina](#); [Zuniga, Andrea](#); [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](#); [Almonte, Catherine](#); [Viguers, Jonathan](#)
Subject: RE: MBDB: State of The City Briefing
Date: Thursday, November 19, 2015 3:43:38 PM

Pls gather (again!)

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

From: Salazar-Rodriguez, Prisca

Sent: Monday, November 16, 2015 11:11 AM

To: Salazar-Rodriguez, Prisca; John Del Cecato; Jonathan Rosen; Blumm, Kate; Snyder, Thomas; Da Costa, Ricky; Shorris, Anthony; Griffith, Chantell; Williams, Dominic; Tarlow, Mindy; Wolfe, Emma; Schnake Mahl, Gabriel; Schwartz, Regina; Zuniga, Andrea; 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: MBDB: State of The City Briefing

When: Thursday, November 19, 2015 2:00 PM-3:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: City Hall, The Blue Room

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#); [Geri Prado](#); [Hayley Prim \(hayley@progressiveagenda.us\)](#)
Subject: MINI SCHEDULE - Friday, November 20, 2015
Date: Thursday, November 19, 2015 6:10:05 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, November 20, 2015

WEATHER: Hi of 56 Low of 41. Sunny
ATTIRE: Business
NOTES: [REDACTED]

6:30 - 7:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

6:30 - 7:00 AM [REDACTED]
Notes: [REDACTED]

7:30 - 8:30 AM [REDACTED]
Location: [REDACTED]

9:00 - 10:00 AM TRAVEL FROM [REDACTED] TO JOYCE KILMER PARK, 161ST STREET & THE GRAND CONCOURSE, THE BRONX
Travel Time: 1 Hr.
Car: [REDACTED]

9:00 - 9:30 AM CALL IN INTERVIEW WITH WOR 710 AM
[REDACTED]
Notes: [REDACTED]
AM

10:00 - 11:00 AM PLANT THE MILLIONTH TREE WITH MIKE BLOOMBERG & BETTE MIDLER
Location: Joyce Kilmer Park, 161st Street & The Grand Concourse, The Bronx
Site Contact: Dan Gross
Telephone: [REDACTED]
Press Contact: Monica Klein
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

11:00 - 12:00 PM TRAVEL [REDACTED]

Location: 411 11th Street, Brooklyn
Travel Time: 1 Hr.
Car: [REDACTED]

11:00 - 11:30 AM [REDACTED] WITH ROSEMARY

12:00 - 5:30 PM CALL TIME

Location: [REDACTED]

5:30 - 6:30 PM [REDACTED]
Location: [REDACTED]

6:30 - 7:00 PM TRAVEL [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

7:00 - 9:00 PM [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

12:00 PM NY Immigration Coalition "6th Circuit District"
50 people

4:00 PM Council Member Johnson "Transgender Day of Remembrance Vigil"
50 people

FLONYC SCHEDULE

9:15 - 11:00 AM WHITESPACE

11:30 - 12:00 PM [REDACTED]

1:00 - 1:15 PM ON-CAMERA INTERVIEW WITH MELISSA RUSSO

1:30 - 3:00 PM [REDACTED]

3:00 - 6:00 PM [REDACTED]

7:00 - 9:00 PM [REDACTED]

From: [John Del Cecato](#)
To: [Gunaratna, Mahen](#)
Cc: [Jon Fromowitz](#); [Blumm, Kate](#)
Subject: Re: Over 179,000 jobs added since BdB took office
Date: Thursday, November 19, 2015 7:18:13 PM

[REDACTED]

On Nov 19, 2015, at 7:16 PM, Gunaratna, Mahen <MGunaratna@cityhall.nyc.gov> wrote:

[REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmmedia.com>]
Sent: Thursday, November 19, 2015 7:14 PM
To: Gunaratna, Mahen
Cc: Jon Fromowitz; Blumm, Kate
Subject: Re: Over 179,000 jobs added since BdB took office

Lower unemployment rate than the nation

On Nov 19, 2015, at 6:50 PM, Gunaratna, Mahen <MGunaratna@cityhall.nyc.gov> wrote:

[REDACTED]

From: Gunaratna, Mahen
Sent: Thursday, November 19, 2015 6:45 PM
To: Walzak, Phil; Hagelgans, Andrea; Hinton, Karen; Kadushin, Peter
Subject: Over 179,000 jobs added since BdB took office

We're now up to "over 179,000 jobs since I took office". Per transcripts, this is the language the Mayor has been using recently:

<!--[if !supportLists]-->● <!--[endif]-->On John Gambling Show on Nov 4th: "177,000 new jobs since I came into office 22 months ago."

<!--[if !supportLists]-->● <!--[endif]-->Nov 4th on 1010WINS: "We've had almost 170,000 new jobs created since I took office"

<!--[if !supportLists]-->● <!--[endif]-->Media avail on Nov 6th: "I think it's about 170,000 new jobs since 22 months ago"

<!--[if !supportLists]-->● <!--[endif]-->On Castimatidis on Nov 8th:

John Castimatidis: Also, in your last 22 months you've been mayor, I hear we added 177 new jobs –

Mayor: 177,000.

Thanks,

Mahen

--

Since the beginning of 2014 (December 2013 to October 2015)

<!--[if !supportLists]-->• <!--[endif]--> NYC has added 179,200 private sector jobs since the start of 2014, an increase of 5.1%.

<!--[if !supportLists]-->• <!--[endif]--> The strongest employment gains since December 2013 were in Health Care & Social Assistance (+51,100), Professional, Scientific, & Technical Services (+21,000), and Accommodation & Food Services (+18,200).

--

Mahen Gunaratna

Director of Research and Media Analysis

Mayor's Press Office | City Hall

mgunaratna@cityhall.nyc.gov

(212) 676-3154 (o) | (347)-268-4295 (c)

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Geri Prado](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#); [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#)
Subject: MINI SCHEDULE - Saturday, November 21, 2015
Date: Friday, November 20, 2015 7:28:32 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, November 21, 2015

WEATHER: Hi of 53 Low of 48. Sunny
ATTIRE: Business
NOTES: [REDACTED]

6:45 - 7:15 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:16 - 7:16 AM [REDACTED]
Location: [REDACTED]
[REDACTED]

7:30 - 8:00 AM TRAVEL [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

9:00 - 9:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Car: [REDACTED]

10:00 - 11:00 AM [REDACTED]
Location: [REDACTED]

11:30 - 12:00 PM TRAVEL FROM [REDACTED] TO GRACIE MANSION [REDACTED]
CALL WITH ROSEMARY BOEGLIN
Travel Time: 30 Mins.
Car: [REDACTED]

12:00 - 1:00 PM [REDACTED] CALL
Call in #: [REDACTED]
Code: [REDACTED]

1:00 - 3:00 PM [REDACTED]
Location: [REDACTED]

3:00 - 4:00 PM

[REDACTED]
Location: [REDACTED]

4:00 - 5:30 PM

[REDACTED] PREP
Location: Gracie Mansion

5:30 - 6:00 PM

(T) TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

6:00 - 6:30 PM

[REDACTED]
Location: [REDACTED]

6:30 - 7:00 PM

(T) TRAVEL [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

7:00 - 7:30 PM

(T) MEETING WITH KERRY KENNEDY
Location: Gracie Mansion

8:00 - 9:30 PM

[REDACTED]
Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

7:15 - 7:30 AM

[REDACTED]

12:00 - 1:00 PM

[REDACTED] CALL

1:00 - 4:00 PM

[REDACTED]

4:00 - 5:30 PM

[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Geri Prado](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#); [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#)
Subject: MINI SCHEDULE - Sunday, November 22, 2015
Date: Friday, November 20, 2015 7:44:21 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, November 22, 2015

WEATHER: Hi of 52 Low of 37. Partly Cloudy
ATTIRE: Business
NOTES: [REDACTED]

7:15 - 7:30 AM TRAVEL FROM GRACIE MANSION TO BOWERY & KENMARE
Travel Time: 15 Mins.
Car: [REDACTED]

7:30 - 10:00 AM ATTEND THE MULTI-AGENCY ACTIVE SHOOTER EXERCISE WITH SEC. JOHNSON, PC,
AND NIGRO FOLLOWED BY PRESS AVAIL

Location: Bowery Street Subway Station at Kenmare
Staff Contact: Andrea Hagelgans
Telephone: [REDACTED]
Press Contact: Karen Hinton
Telephone: [REDACTED]

10:30 - 11:30 AM TRAVEL FROM BOWERY & KENMARE TO [REDACTED]
Travel Time: 1 Hr.
Car: [REDACTED]

11:30 - 12:00 PM REMARKS AT CHURCH OF GOD OF PROPHECY WITH COUNCIL MEMBER
VANESSA GIBSON

Location: 85 E 165th St, Bronx
Staff Contact: Harold Miller
Telephone: [REDACTED]
Press Contact: Wiley Norvell
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

12:00 - 1:00 PM TRAVEL FROM THE BRONX TO [REDACTED]
Travel Time: 1 Hr.
Car: [REDACTED]

12:30 - 12:45 PM

CALL WITH GAIL BADILLO

Note: YOU call her at [REDACTED]

2:00 - 3:00 PM

[REDACTED]

Location: [REDACTED]

4:00 - 4:30 PM

TRAVEL

[REDACTED]

[REDACTED]

Travel Time: 1 Hr.

Car: [REDACTED]

4:30 - 5:00 PM

[REDACTED]

5:00 - 5:30 PM

TRAVEL

[REDACTED]

Travel Time: 1 Hr.

Car: [REDACTED]

7:00 - 9:00 PM

[REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

7:00 - 9:00 PM

[REDACTED]

From: [Hagelgans, Andrea](#)
To: [Hinton, Karen](#); [Gunaratna, Mahen](#); [Walzak, Phil](#); [John Del Cecato](#)
Subject: Re: Tweet by Greg Pinelo on Twitter
Date: Sunday, November 22, 2015 10:51:49 AM

[REDACTED]

Sent from my BlackBerry 10 smartphone.

From: Hinton, Karen
Sent: Sunday, November 22, 2015 10:48 AM
To: Gunaratna, Mahen; Walzak, Phil; Hagelgans, Andrea; John Del Cecato
Subject: RE: Tweet by Greg Pinelo on Twitter

[REDACTED]

[REDACTED]

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

From: Gunaratna, Mahen
Sent: Sunday, November 22, 2015 10:32 AM
To: Walzak, Phil; Hagelgans, Andrea; Hinton, Karen; John Del Cecato
Subject: Tweet by Greg Pinelo on Twitter



Greg Pinelo ([@gregpinelo](#))

[11/22/15, 10:01 AM](#)

So far today:

Christie: DeBlasio should be mayor of Damascus

Rubio: Paris attacks good for me Trump: black guy deserved beating at his rally

[Download](#) the Twitter app

Sent from my iPhone

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#); [Geri Prado](#)
Subject: MINI SCHEDULE - Monday, November 23, 2015
Date: Sunday, November 22, 2015 7:29:08 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, November 23, 2015

WEATHER: Hi of 46 Low of 34. Sunny
ATTIRE: Business
NOTES: [REDACTED]

6:30 - 7:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 AM [REDACTED]
Location: [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

9:00 - 9:30 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

10:00 - 11:00 AM [REDACTED] PREP
Location: City Hall, The Blue Room

11:00 - 12:00 PM TRAVEL FROM CITY HALL TO 54TH AVENUE AND 2ND STREET, QUEEN
Travel Time: 1 Hr.
Car: [REDACTED]

12:00 - 1:00 PM REMARKS AT GROUNDBREAKING OF HUNTERS POINT SOUTH - [REDACTED]
[REDACTED]

Location: 54th Avenue and 2nd Street, Queens - NOTE: [REDACTED]
[REDACTED]

Site Contact: Dan Gross
Telephone: [REDACTED]
Press Contact: Wiley Norvell
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

Setup: [REDACTED]

[REDACTED]

[REDACTED]

Podium: Yes

Remarks: Prepared

Press: Open

1:00 - 2:00 PM TRAVEL FROM QUEENS TO CUNY HUNTER COLLEGE, 2180 3RD AVENUE

Travel Time: 30 Mins.

Car: [REDACTED]

2:00 - 3:30 PM

ANNOUNCEMENT ([REDACTED])

Location: CUNY Hunter College, 2180 3rd Avenue

Staff Contact: Marti Adams Baker

Telephone: [REDACTED]

Site Advance: Javon Coney

Telephone: [REDACTED]

3:30 - 4:00 PM TRAVEL FROM HUNTER COLLEGE TO CITY HALL

Travel Time: 30 Mins.

Car: [REDACTED]

4:00 - 5:00 PM

MEETING WITH TOM, PHIL, TONY, EMMA, AND DOM

Location: City Hall, The Mayor's Office

5:00 - 6:00 PM

MEETING WITH RACHEL LAUTER, TONY, AND TOM

Location: City Hall, The Mayor's Office

6:00 - 7:00 PM

MEETING WITH GREG BISHOP

Location: City Hall, The Mayor's Office

7:00 - 7:30 PM

TRAVEL FROM CITY HALL TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

7:30 - 8:30 PM

MEETING WITH POLICE COMMISSIONER

Location: Gracie Mansion

CITY HALL STEPS PRESS CONFERENCES

11:00AM Sierra Club "Climate Change" 50 people

12:00PM Council Member Rodriguez "Food Service Workers Legislation" 50 people

FLONYC SCHEDULE

9:30 - 10:00 AM WHITESPACE

10:00 - 11:00 AM [REDACTED] PREP WITH MBDB

11:30 - 12:30 PM [REDACTED]

2:00 - 3:00 PM ANNOUNCEMENT

3:00 - 4:30 PM [REDACTED] [REDACTED]

From: [Caquias, Paula](#)
Bcc: [John Del Cecato \(jfdc@akpdmedia.com\)](#); [Geri Prado](#)
Subject: MINI SCHEDULE - Tuesday, November 24, 2015
Date: Monday, November 23, 2015 6:35:04 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, November 24, 2015

WEATHER: Hi of 50 Low of 38. Partly Cloudy
ATTIRE: Business
NOTES: [REDACTED]
[REDACTED]

6:15 - 6:35 AM TRAVEL FROM GRACIE MANSION TO 1 TIME WARNER CENTER, 58TH STREET BETWEEN 8TH AND 9TH AVE

Travel Time: 20 Mins.

Car: [REDACTED]

6:35 - 7:15 AM LIVE CNN INTERVIEW WITH FLONYC REGARDING MENTAL HEALTH
Location: CNN (Columbus Circle), 1 Time Warner Center, 58th Street between 8th and 9th Ave

Staff Contact: Marti Adams Baker

Telephone: [REDACTED]

7:15 - 7:45 AM TRAVEL FROM TIME WARNER CENTER TO 11 WEST 42ND STREET

Travel Time: 30 Mins

Car: [REDACTED]

7:45 - 8:20 AM TAPED NPR INTERVIEW WITH FLONYC

Location: 11 West 42nd Street, 19th Floor, NYC

Staff Contact: Marti Adams Baker

Telephone: [REDACTED]

8:30 - 9:00 AM [REDACTED]

Note: [REDACTED]

8:30 - 9:00 AM TRAVEL FROM 11 WEST 42ND STREET TO [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

9:30 - 10:30 AM [REDACTED]

Location: [REDACTED]

11:00 - 11:30 AM TRAVEL FROM [REDACTED] TO 795 LEXINGTON AVENUE
Travel Time: 30 Mins.
Car: [REDACTED]

11:30 - 12:30 PM DISTRIBUTE FOOD WITH JOEL BERG OF NYC COALITION AGAINST HUNGER'S ANNUAL PRESS EVENT (NO Q&A)
Location: St. John's Bread & Life, 795 Lexington Avenue, Brooklyn
Site Contact: Dan Gross
Telephone: [REDACTED]
Press Contact: Ishanee Parikh
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

12:30 - 1:30 PM TRAVEL FROM 795 LEXINGTON AVENUE, BROOKLYN TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

12:45 - 1:15 PM [REDACTED] CALL
Call in#: [REDACTED]
Code: [REDACTED]

1:30 - 3:00 PM LUNCH WITH NICK BALDICK & FLONYC
Location: Gracie Mansion

3:00 - 4:00 PM TRAVEL FROM GRACIE TO PENN STATION
Location: Penn Station - Drop at Taxiway on 31st or 33rd between 7th and 8th Avenue
Travel Time: 1 Hr.
Car: [REDACTED]

3:15 - 3:45 PM [REDACTED] CALL [REDACTED]
Call in#: [REDACTED]
Code: [REDACTED]

4:00 - 5:30 PM REMARKS AT FEDERAL TRANSPORTATION FUNDING PRESS CONFERENCE WITH WESTCHESTER COUNTY EXECUTIVE ROBERT ASTORINO, CONGRESSMAN JERROLD NADLER, CONGRESSMAN DAN DONOVAN AND CONGRESSWOMAN NYDIA VELÁZQUEZ
(ON TOPIC- ONLY)
Location: Penn Station - Drop at Taxiway on 31st or 33rd between 7th and 8th Avenue
Press Contact: Amy Spitalnick
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

5:30 - 6:00 PM TRAVEL FROM PENN STATION TO 1664 1ST AVENUE, NEW YORK

Travel Time: 30 Mins.

Car: [REDACTED]

6:00 - 6:45 PM MEETING WITH PHIL

Location: East End Bar & Grill, 1664 1st Avenue, NYC

6:45 - 7:00 PM TRAVEL FROM 1664 1ST AVENUE TO GRACIE

Travel Time: 15 Mins.

Car: [REDACTED]

7:00 - 8:30 PM

[REDACTED]
Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

11:00 AM – American Cancer Society “National Smoke Out” 30 people

FLONYC SCHEDULE

6:35 - 7:15 AM LIVE CNN INTERVIEW WITH MBDB [REDACTED]

7:45 - 8:20 AM LIVE NPR INTERVIEW WITH MBDB

9:00 - 10:00 AM MEETING/BREAKFAST WITH DARREN WALKER AND LORIE A. SLUTSKY
(GRACIE MANSION)

10:00 - 1:00 PM [REDACTED]

1:30 - 3:00 PM LUNCH WITH NICK BALDICK AND MBDB

3:00 - 6:30 PM [REDACTED]

7:00 - 8:30 PM [REDACTED]

From: [Caquias, Paula](#)
Bcc: [Geri Prado](#); [John Del Cecato \(ifdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Wednesday, November 25, 2015
Date: Tuesday, November 24, 2015 6:34:51 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, November 25, 2015

WEATHER: Hi of 52 Low of 47. Sunny
ATTIRE: Business
NOTES: [REDACTED]
[REDACTED]

6:40 - 6:50 AM TRAVEL FROM GRACIE MANSION TO 205 E. 67TH STREET BETWEEN 2ND
AND 3RD AVENUE

Travel Time: 10 Mins.

Car: [REDACTED]

6:50 - 7:30 AM LIVE ON GOOD DAY NY WITH ROSANNA SCOTTO REGARDING THANKSGIVING
DAY PARADE & SECURITY

Location: 205 E. 67th Street between 2nd and 3rd Avenue

Press Contact: Karen Hinton

Telephone: [REDACTED]

Notes: [REDACTED]
[REDACTED]

7:30 - 8:00 AM TRAVEL FROM 205 EAST 67TH STREET TO [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

8:30 - 9:30 AM [REDACTED]

Location: [REDACTED]

10:00 - 10:45 AM MEETING WITH GABRIELLE

Location: Colson's, 374 9th St, Brooklyn

10:45 - 11:30 AM [REDACTED]

Location: Colson's, 374 9th St, Brooklyn

11:30 - 12:00 PM TRAVEL FROM [REDACTED] TO CITY HALL

Travel Time: 30 Mins.

Car: [REDACTED]

11:30 - 12:00 PM [REDACTED] WITH MONICA KLEIN

Note: YOU call Monica Klein

12:00 - 1:00 PM

[REDACTED] BRIEFING

Location: City Hall, The Blue Room

1:00 - 1:30 PM

PREP [REDACTED]

Location: City Hall, The Mayor's Office

1:30 - 2:00 PM

MEETING WITH COUNCIL MEMBER BRAD LANDER

Location: City Hall, The Mayor's Office

2:15 - 2:30 PM

PREP [REDACTED]

Location: City Hall, The Mayor's Office

2:30 - 3:00 PM
HOUSING

PHONE INTERVIEW WITH LAWRENCE DOWNES, NY TIMES REGARDING

Note: YOU will call [REDACTED]

3:00 - 4:00 PM

[REDACTED] BRIEFING

Location: City Hall, The Blue Room

4:00 - 4:30 PM

MEETING WITH DEPUTY MAYOR SHORRIS

Location: City Hall, The Mayor's Office

4:30 - 5:00 PM

TRAVEL FROM CITY HALL TO 77TH & COLUMBUS AVENUE

Travel Time: 30 Mins.

Car: [REDACTED]

5:00 - 6:00 PM

ATTEND THE MACY'S THANKSGIVING DAY PARADE BALLOON PRESS
CONFERENCE WITH TERRY LUNDGREN AND POLICE COMMISSIONER

Location: Arrive at 77th Street and Columbus Avenue

Note: [REDACTED]

Staff Contact: Michael Carey

Telephone: [REDACTED]

Press Contact: Amy Spitalnick

Telephone: [REDACTED]

Setup: [REDACTED]

Remarks: Prepared

Press: Open

6:00 - 6:30 PM

TRAVEL FROM 77TH STREET TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

6:30 - 7:00 PM

CALL WITH CONGRESSMAN ZELDIN REGARDING [REDACTED]

Note: YOU call Congressman on his cell - [REDACTED]

7:00 - 7:30 PM
FUNDS

CALL WITH CONGRESSMAN PETER KING REGARDING TRANSPORTAION

Note: YOU call the Congressman on his cell at [REDACTED]

7:30 - 8:00 PM

[REDACTED]
Note: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

No Schedule

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Thursday, November 26, 2015
Date: Wednesday, November 25, 2015 6:02:28 PM

SCHEDULE FOR MAYOR BILL DE BLASIO

CITY OF NEW YORK

Thursday, November 26, 2015

WEATHER: Hi of 62 Low of 51. Partly Cloudy

ATTIRE: Business

NOTES:

8:10 - 8:30 AM TRAVEL FROM GRACIE MANSION TO 77TH STREET & CENTRAL PARK WEST

Travel Time: 20 Mins.

Car:

8:10 - 8:30 AM CALL WITH PETER

Location: YOU call Peter on his cell

8:30 - 9:30 AM PRESS GAGGLE AT ANNUAL THANKSGIVING DAY PARADE

Location: 77th Street and Central Park West – Southeast Corner

Press Contact: Peter Kadushin

Telephone:

Site Advance: Michael Carey

Telephone:

Press: Open

9:30 - 10:00 AM TRAVEL FROM 77TH STREET TO GRACIE MANSION

Travel Time: 30 Mins.

Car:

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

No Schedule

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Geri Prado](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#); [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#)
Subject: MINI SCHEDULE - Saturday, November 28, 2015
Date: Friday, November 27, 2015 6:47:44 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, November 28, 2015

WEATHER: NYC - Hi of 58 Low of 47. PM Shower
Guilford CT – Hi of 55 Low of 33. Showers
ATTIRE: [REDACTED]

2:30 - 3:30 PM [REDACTED] CALL
[REDACTED]
Code: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No Scheduled Press Conference

FLONYC SCHEDULE
No Schedule

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(ifdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Sunday, November 29, 2015
Date: Friday, November 27, 2015 6:58:23 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, November 29, 2015

WEATHER: NYC - Hi of 52 Low of 36. Mostly Sunny
Guilford CT – Hi of 51 Low of 26. Mostly Sunny
ATTIRE: [REDACTED]

11:30 - 12:30 PM

[REDACTED]
Note: [REDACTED]

4:15 - 5:00 PM

DEPART GRACIE MANSION EN ROUTE [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

5:00 - 5:30 PM

[REDACTED]
Location: [REDACTED]

at 10:00pm)

5:30 - 6:00 PM

DEPART [REDACTED] EN ROUTE GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

1:00PM – People’s Climate Movement NY “International Climate Talks” 40 people

FLONYC SCHEDULE

5:00 - 5:30 PM [REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#); [Geri Prado](#)
Subject: MINI SCHEDULE - Monday, November 30, 2015
Date: Sunday, November 29, 2015 7:47:11 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, November 30, 2015

WEATHER: Hi of 48 Low of 44. Partly Cloudy
ATTIRE: Business
NOTES: [REDACTED]

6:30 - 7:00 AM TRAVEL FROM GRACIE TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 AM [REDACTED]
Location: [REDACTED]

9:00 - 9:30 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

9:00 - 9:30 AM [REDACTED]

9:30 - 10:00 AM [REDACTED]
Location: [REDACTED]

10:00 - 10:30 AM [REDACTED] PREP
Location: City Hall, The Mayor's Office
Press Contact: Peter Kadushin
Telephone: [REDACTED]

10:30 - 11:00 AM PREP [REDACTED]
Location: City Hall, The Mayor's Office

11:00 - 12:00 PM BILL SIGNING AND PUBLIC HEARING FOR INTROS 898-A, 890-A, 900-A, 914-A, 915-A, 743-A, 783-A, 956-A, 982-A AND 314-A
Location: City Hall, The Blue Room
Staff Contact: Jon Paul Lupo
Telephone: [REDACTED]
Press Contact: Natalie Grybauskas
Telephone: [REDACTED]

12:00 - 12:30 PM TRAVEL FROM CITY HALL TO EAST 75TH STREET & FDR DRIVE

Travel Time: 30 Mins

Car:

12:00 - 12:30 PM

CALL

Code:

12:30 - 1:30 PM REMARKS AT DOT RECOGNITION CEREMONY FOR FDR RE-PAVING CREWS
(INCLUDING OFF-TOPIC)

Location: Dead End of 75th Street and FDR Drive

Press Contact: Wiley Norvell

Telephone:

Site Advance: Stefan Grybauskas

Telephone:

1:30 - 2:00 PM

TRAVEL FROM FDR TO CITY HALL

Travel Time: 30 Mins.

Car:

2:00 - 3:00 PM

MEETING WITH TOM, TONY, PHIL, DOM, AND EMMA

Location: City Hall, The Mayor's Office

3:00 - 4:00 PM

Location:

4:00 - 5:30 PM

BRIEFING

Location: City Hall, The Blue Room

5:30 - 7:00 PM

MEETING

Location: City Hall, The Mayor's Office

7:00 - 7:30 PM

TRAVEL FROM CITY HALL TO GRACIE MANSION

Travel Time: 30 Mins

Car:

7:30 - 9:00 PM

Location:

CITY HALL STEPS PRESS CONFERENCES

10:00 AM – NYC Park Advocates “Tree Safety” 50 people

FLONYC SCHEDULE

10:00 - 6:00 PM

7:30 - 9:00 PM

From: [Caquias, Paula](#)
To: B; [FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Tuesday, December 1, 2015
Date: Monday, November 30, 2015 7:16:37 PM

SCHEDULE FOR MAYOR BILL DE BLASIO

CITY OF NEW YORK

Tuesday, December 1, 2015

WEATHER: Hi of 53 Low of 51. Rain

ATTIRE: Business

NOTES:

[REDACTED]
[REDACTED]

6:30 - 7:00 AM

TRAVEL FROM GRACIE TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 AM

[REDACTED]
Location: [REDACTED]

9:00 - 10:00 AM

TRAVEL [REDACTED] TO [REDACTED]
Travel Time: 1 hr.
Car: [REDACTED]

9:00 – 9:30 AM

NEWS WITH MONICA

10:00 - 10:30 AM

[REDACTED]
Location: [REDACTED]

10:30 - 11:00 AM

TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

11:00 - 12:00 PM

MEETING [REDACTED]
[REDACTED]
Code: [REDACTED]

12:00 - 12:20 PM

TRAVEL FROM GRACIE MANSION TO APOLLO THEATER 125TH STREET
Travel Time: 20 Mins.
Car: [REDACTED]

12:25 - 1:00 PM

REMARKS AT WORLD AIDS DAY 2015 – FROM VISION TO REALITY
Location: Apollo Theater 253 West 125th Street, NY NY
Site Contact: Valerie Reyes-Jimenez-Associate for NYC Community Mobilization
Telephone: [REDACTED]
Staff Contact: Elvin Garcia
Telephone: [REDACTED]
Press Contact: Amy Spitalnick
Telephone: [REDACTED]
Site Advance: Javon Coney

Telephone: [REDACTED]

1:00 - 1:30 PM TRAVEL FROM THE APOLLO TO CITY HALL

Travel Time: 30 Mins.

Car: [REDACTED]

1:30 - 2:00 PM PREP [REDACTED]

Location: City Hall, The Mayor's Office

2:00 - 3:00 PM BI-WEEKLY MEETING WITH SPEAKER MMV

Location: City Hall, The Mayor's Office

3:00 - 3:30 PM TRAVEL FROM CITY HALL TO 85 TENTH AVENUE

Location: Chelsea office, 85 Tenth Avenue

Travel Time: 30 Mins.

Car: [REDACTED]

3:30 - 5:00 PM REMARKS AT THE 35TH ANNIVERSARY OF THE FBI NY OFFICE JOINT TERRORISM TASK FORCE
CELEBRATION & RIBBON CUTTING OF THE JTTF EXHIBIT

Location: Chelsea office, 85 Tenth Avenue

Site Contact: Anne Beagan, FBI Special Events

Telephone: [REDACTED]

Staff Contact: Jerika Richardson

Telephone: [REDACTED]

Press Contact: Monica Klein

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

5:00 - 5:30 PM TRAVEL TIME

Travel Time: 30 Mins

Car: [REDACTED]

5:00 - 5:30 PM [REDACTED]

Location: [REDACTED]

5:30 - 6:00 PM PREP [REDACTED]

Location: City Hall, The Mayor's Office

6:00 - 6:45 PM SUSTAINABILITY ACHIEVEMENTS TELE-TOWN HALL

Location: City Hall, The Blue Room

Staff Contact: Michael DeLoach

Telephone: [REDACTED]

Press Contact: Amy Spitalnick

Telephone: [REDACTED]

Remarks: prepared

Press: Open

6:50 - 7:00 PM TRAVEL FROM CITY HALL TO 185 WEST BROADWAY - NYC

Travel Time: 10 Mins.

Car: [REDACTED]

7:00 - 7:15 PM REMARKS AT THE RETIREMENT CELEBRATION OF MARK DAVIES, COIB EXECUTIVE DIRECTOR

Location: New York Law School, 185 West Broadway

Staff Contact: Maya Wiley

Telephone: [REDACTED]

7:15 - 7:45 PM

TRAVEL FROM 185 WEST BROADWAY TO 1125 FIRST AVENUE AND 62ND STREET

Travel Time: 30 Mins.

Car: [REDACTED]

7:45 - 8:15 PM

ATTEND THE PARK STRATEGIES HOLIDAY PARTY

Location: Merchants NY Cigar Bar, 1125 First Avenue at 62nd Street

8:15 - 8:25 PM

TRAVEL FROM PARK STRATEGIES HOLIDAY PARTY TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Press Conference Scheduled

FLONYC SCHEDULE

8:10 - 8:30 AM

PHONE INTERVIEW WITH JACQUE REID, TOM JOYNER MORNING RADIO SHOW

8:30 - 10:30 AM

[REDACTED]

10:45 - 11:15 AM

[REDACTED]

12:00 - 1:00 PM

ATTEND SUPPORTIVE HOUSING GROUNDBREAKING CEREMONY

2:00 - 3:00 PM

[REDACTED]

3:00 - 3:45 PM

[REDACTED]

TOUCHBASE WITH ROXANNE JOHN

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Wednesday, December 2, 2015
Date: Tuesday, December 01, 2015 7:23:32 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, December 02, 2015

WEATHER: Hi of 56 Low of 47. Rain
ATTIRE: Business
NOTES: [REDACTED]

6:30 - 7:00 AM	TRAVEL FROM GRACIE TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
7:30 - 8:30 AM	[REDACTED] Location: [REDACTED]
9:00 - 9:30 AM	TRAVEL FROM [REDACTED] TO CITY HALL Travel Time: 30 Mins. Car: [REDACTED]
9:00 - 9:30 AM	NEWS WITH PETER
9:30 - 10:30 AM	MEETING WITH TONY, DOM, AND TOM Location: City Hall, The Mayor's Office
10:30 - 11:30 AM	MEETING WITH RACHEL, TOM, AND TONY Location: City Hall, The Mayor's Office
11:30 - 11:45 AM	MEETING WITH DAVID LICHTENSTEIN Location: City Hall, Mayor's Office
12:00 - 1:00 PM	[REDACTED] Location: City Hall, The Blue Room
1:00 - 1:30 PM	TRAVEL FROM CITY HALL TO 9 METRO TECH CENTER Travel Time: 30 Mins Car: [REDACTED]
1:30 - 2:00 PM	REMARKS AT THE WTC HEALTH PROGRAM STEERING COMMITTEE MEETING

WITH FDNY COMMISSIONER NIGRO

Location: FDNY HQ - 9 Metro Tech Center
Staff Contact: Jerika Richardson
Telephone: [REDACTED]
Press Contact: Marti Adams
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]
Setup: Rectangular shaped table, with approximately 30 people

2:00 - 2:30 PM TRAVEL FROM 9 METRO TECH CENTER TO CITY HALL

Travel Time: 30 Mins

Car: [REDACTED]

2:30 - 3:00 PM MEETING WITH KATE, ANDREA, AND PHIL

Location: City Hall, The Mayor's Office

3:00 - 4:00 PM MEETING REGARDING [REDACTED]

Location: City Hall, The Blue Room

4:00 - 5:00 PM [REDACTED] POLICE COMMISSIONER MEETING

Location: City Hall, The Blue Room

5:00 - 6:00 PM MEETING [REDACTED]

Location: City Hall, The Blue Room

6:00 - 6:30 PM [REDACTED]

Location: [REDACTED]

6:30 - 8:00 PM [REDACTED]

Location: [REDACTED]

8:00 - 8:30 PM TRAVEL FROM CITY HALL TO 45 ROCKEFELLER PLAZA

Travel Time: 30 Mins.

Car: [REDACTED]

8:30 - 9:00 PM ROCKEFELLER CENTER TREE LIGHTING

Location: 45 Rockefeller Plaza

Private entrance: [REDACTED]

Staff Contact: Gabrielle Fialkoff

Telephone: [REDACTED]

Site Advance: Michael Carey

Telephone: [REDACTED]

Setup: Hold/Reception: 200

Tree Lightening: About 500,000

Press: Open

9:00 – 9:25 PM

TRAVEL FROM ROCKEFELLER PLAZA TO GRACIE MANSION

Travel Time: 25 Mins.

Car:



CITY HALL STEPS PRESS CONFERENCES

12pm – Food & Water Watch “New York State” 100 people

FLONYC SCHEDULE

9:15 - 10:10 AM



10:30 - 11:30 AM

MEETING WITH LISA FALCONE AND GABRIELLE FIALKOFF

12:30 - 2:00 PM



2:00 - 3:00 PM



3:00 - 5:15 PM



6:20 - 8:00 PM

ATTEND ALVIN AILEY AMERICAN DANCE

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Thursday, November 3, 2015
Date: Wednesday, December 02, 2015 7:32:57 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, December 03, 2015

WEATHER: Hi of 52 Low of 40, Partly Cloudy
ATTIRE: Business
NOTES: [REDACTED]
[REDACTED]

6:30 - 7:00 AM	TRAVEL FROM GRACIE TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
7:30 - 8:30 AM	[REDACTED] Location: [REDACTED]
9:30 - 9:45 AM	TRAVEL FROM [REDACTED] TO 390 7TH AVENUE Travel Time: 15 Mins. Car: [REDACTED]
9:30 - 9:45 AM	PREP [REDACTED] Note: YOU call Emma on her cell
9:45 - 11:00 AM	BREAKFAST WITH PETER WARD Location: Little Purity at 390 7th Ave, Brooklyn
11:00 - 11:30 AM	TRAVEL FROM 390 7TH AVENUE BROOKLYN TO CITY HALL Travel Time: 30 Mins. Car: [REDACTED]
11:00 - 11:30 AM	NEWS WITH PETER
11:30 - 12:30 PM	MEETING REGARDING [REDACTED] Location: City Hall, The Blue Room
12:30 - 1:30 PM	WHITESPACE Location: City Hall, The Mayor's Office

1:30 - 2:00 PM MEETING WITH MAYA
Location: City Hall, The Mayor's Office

2:00 - 2:30 PM [REDACTED]
Location: [REDACTED]

2:30 - 3:30 PM MEETING [REDACTED] [REDACTED]
Location: City Hall, The Blue Room (FLONYC Call in#: [REDACTED],
code: [REDACTED])

3:30 - 5:00 PM [REDACTED] MEETING WITH CHANCELLOR
Location: City Hall, The Blue Room

5:00 - 6:00 PM MEETING WITH MK HERZOG
Location: City Hall, The Mayor's Office
Staff Contact: Avi Fink
Telephone: [REDACTED]
Press: Closed

6:00 - 6:30 PM MEETING WITH EMMA [REDACTED] [REDACTED]
Location: City Hall, The Mayor's Office

6:30 - 7:00 PM TRAVEL FROM CITY HALL TO 14 WEST 17TH STREET
Travel Time: 30 Mins.
Car: [REDACTED]

7:00 - 7:30 PM ATTEND DINNER TO CELEBRATE CHIEF JUDGE JONATHAN LIPPMAN
Location: 14 West 17th Street, Apt 8-S, Home of Dorothy and Peter
Samuels

CITY HALL STEPS PRESS CONFERENCES

11am – United Neighborhood Housing “Voting Rights” 150 people

12pm – D.C. 37 “PEP Officers Parks” 50 people

FLONYC SCHEDULE

8:30 - 10:00 AM [REDACTED]
10:30 - 11:15 AM [REDACTED]
11:45 - 12:15 PM VISIT MENTAL HEALTH FIRST AID TRAINING
1:00 - 2:00 PM CONVERSATION WITH MONTEFIORE BEHAVIORAL HEALTH CENTER STAFF
WITH DM BUERY (BRONX, NY)
2:30 - 3:30 PM DIAL-IN TO MBDB MEETING [REDACTED] [REDACTED]

From: [Watkins, Ellen](#)
Bcc: [bccd@cityhall.nyc.gov](#); [floynyc@cityhall.nyc.gov](#); "[@Research Office \(ResearchOffice@cityhall.nyc.gov\)](#)"; [Viguers, Jonathan](#); [Almonte, Catherine](#); [geri@progressiveagenda.us](#); [rkatz@hilltoppublicsolutions.com](#); [Hayley@progressiveagenda.us](#); [jfdc@akpdmedia.com](#); [Klein, Monica](#); [Walzak, Phil](#); [Hagelgans, Andrea](#); [Hinton, Karen](#); [Adams Baker, Marti](#); [Kadushin, Peter](#); [Blumm, Kate](#); [Watkins, Ellen](#)
Subject: Income Inequality in the News – Thursday, December 3, 2015
Date: Thursday, December 03, 2015 10:38:00 AM

Income Inequality in the News – Thursday, December 3, 2015

Headlines:

[Opinion: Inequality and the City](#)

NY TIMES - Paul Krugman

[Business profits far outpace wage growth in New York, report finds](#)

CRAIN'S NY - Rosa Goldensohn

[Opinion: To address income inequality, start with libraries](#)

CRAIN'S NY - Edwin Maxwell

[This might be the most controversial theory for what's behind the rise of ISIS](#)

WASHINGTON POST - Jim Tankersley

[3 charts explain why Piketty's idea that inequality fueled Islamic State's rise is flawed](#)

WASHINGTON POST - Rick Noack

[Student debt forgiveness could narrow the racial wealth gap](#)

WASHINGTON POST - Danielle Douglas-Gabriel

[Editorial: Fixing the most expensive tax deduction](#)

WASHINGTON POST - Editorial

[The U.S. Is the Most Unequal Developed Economy Outside Southern Europe](#)

BLOOMBERG - Kasia Klimasinska

[Income Inequality Makes Rich People Stingier](#)

BLOOMBERG - John Tozzi

[Is AirBnB a Credible Champion on Income Inequality?](#)

ATLANTIC - Adam Chandler

[Why the Economic Fates of America's Cities Diverged](#)

ATLANTIC - Phillip Longman

[7 Billionaires Worried about Income Inequality](#)

FORTUNE - Erik Sherman

[These Maps Show How Student Debt Is Reinforcing Economic Inequality](#)

THINK PROGRESS - Casey Quinlan

[Is Innovation to Blame for Inequality?](#)

CITY LAB - Richard Florida

[Investing in New York's Human Capital](#)

HUFFINGTON POST - Allison Sesso

[Mark Zuckerberg May Finally Be Doing Philanthropy The Right Way](#)

HUFFINGTON POST - Alexander Kaufman

[According to Bernie Sanders, income inequality means many Americans aren't "truly free"](#)

QUARTZ - Elizabeth Winkler

Income Inequality in the News:

[Opinion: Inequality and the City](#)

NY TIMES - Paul Krugman

New York, New York, a helluva town. The rents are up, but the crime rate is down. The food is better than ever, and the cultural scene is vibrant. Truly, it's a golden age for the town I recently moved to — if you can afford the housing. But more and more people can't. And it's not just New York. The days when dystopian images of urban decline were pervasive in popular culture —

remember the movie “Escape from New York”? — are long past. The story for many of our iconic cities is, instead, one of gentrification, a process that’s obvious to the naked eye, and increasingly visible in the data. Specifically, urban America reached an inflection point around 15 years ago: after decades of decline, central cities began getting richer, more educated, and, yes, whiter. Today our urban cores are providing ever more amenities, but largely to a very affluent minority.

... But what about all the people, surely a large majority, who are being priced out of America’s urban revival? Does it have to be that way? The answer, surely, is no, at least not to the extent we’re seeing now. Rising demand for urban living by the elite could be met largely by increasing supply. There’s still room to build, even in New York, especially upward. Yet while there is something of a building boom in the city, it’s far smaller than the soaring prices warrant, mainly because land use restrictions are in the way.

... The good news is that this is an issue over which local governments have a lot of influence. New York City can’t do much if anything about soaring inequality of incomes, but it could do a lot to increase the supply of housing, and thereby ensure that the inward migration of the elite doesn’t drive out everyone else. And its current mayor understands that. But will that understanding lead to any action? That’s a subject I’ll have to return to another day. For now, let’s just say that in this age of gentrification, housing policy has become much more important than most people realize.

[Business profits far outpace wage growth in New York, report finds](#)

CRAIN'S NY - Rosa Goldensohn

Worker wages have lagged in New York over the last decade while businesses' profits have steadily grown, according to new report from a left-leaning think tank. Businesses in the state saw profits increase by 61% between 2001 and 2013, but typical wages rose by less than half as much, according to the Fiscal Policy Institute, which supports a statewide minimum wage hike. The growing share of GDP going to profits as opposed to wages has hurt the state’s economy by limiting workers' disposable income, claimed the institute's top economist, James Parrott. “Unless you have shared prosperity or some semblance of shared prosperity, you have an inherent constraint in the growth in consumer spending, which will result in slower overall economic growth,” Parrott said. The typical New York worker saw wages rise 29% between 2001 and 2013. That increase was not enough to keep pace with inflation—meaning for many, real wages actually declined. Parrott’s report argues that a minimum-wage bump such as that proposed by Gov. Andrew Cuomo would narrow the gap. “It’s phased in, so it’s not a silver bullet,” he said of Cuomo’s \$15-an-hour proposal. “It’s a sensible solution.” But the businesses making the most money might not be employing low-wage workers, according to Ken Pokalsky of the Business Council of New York State.

[Opinion: To address income inequality, start with libraries](#)

CRAIN'S NY - Edwin Maxwell

This week, New York City’s three library systems testified before the City Council about how they are spending the significant increase in operating funds granted in the current budget. The underlying question is: Was this a wise investment? I am a librarian in East New York, one of the highest-crime neighborhoods in New York City. Improving the quality of life in this community can seem like an impossible feat. Yet in less than a year, the infusion of city and private funds into our library branch has done just that. The past year has shown that funding for libraries is a down payment on fighting income inequality—a small investment with a major return, and one that we must continue to make.

... What about the mayor and City Council’s increased investment in public libraries? Well, New Yorkers have already seen that investment pay off. At New Lots, we can now stay open seven days a week, meaning there is a safe, educational space available to our community every day. Libraries across the city are now open longer, so parents, students, and working people can visit on weekends and evenings. Libraries used the extra funding to hire more children’s librarians and other key staff. As a result, additional educational programming is now being offered to those who need it most. But our work is never done—as crucial as this funding has been, we still have more

demand for our services than we can meet. There's no single investment that city government or private philanthropies can make to address all the ills that plague our poorest communities. But the evidence clearly shows that funding public libraries is one of the smartest ways to tackle income inequality and create more opportunity for struggling New Yorkers. Let's celebrate our public libraries by nominating the best of the best to win this year's \$20,000 award—and let's continue to increase funding for these vital institutions as they work hard to serve our communities.

[This might be the most controversial theory for what's behind the rise of ISIS](#)

WASHINGTON POST - Jim Tankersley

A year after his 700-page opus "Capital in the Twenty-First Century" stormed to the top of America's best-seller lists, Thomas Piketty is out with a new argument about income inequality. It may prove more controversial than his book, which continues to generate debate in political and economic circles. The new argument, which Piketty spelled out recently in the French newspaper *Le Monde*, is this: Inequality is a major driver of Middle Eastern terrorism, including the Islamic State attacks on Paris earlier this month — and Western nations have themselves largely to blame for that inequality. Piketty writes that the Middle East's political and social system has been made fragile by the high concentration of oil wealth into a few countries with relatively little population. If you look at the region between Egypt and Iran — which includes Syria — you find several oil monarchies controlling between 60 and 70 percent of wealth, while housing just a bit more than 10 percent of the 300 million people living in that area. (Piketty does not specify which countries he's talking about, but judging from a study he co-authored last year on Middle East inequality, it appears he means Qatar, the United Arab Emirates, Kuwait, Saudi Arabia, Bahrain and Oman. By his numbers, they accounted for 16 percent of the region's population in 2012 and almost 60 percent of its gross domestic product.)

[3 charts explain why Piketty's idea that inequality fueled Islamic State's rise is flawed](#)

WASHINGTON POST - Rick Noack

Since publishing his much-acclaimed book "Capital in the Twenty-First Century" last year, Thomas Piketty has ignited a renewed debate on the root causes of terrorism and the rise of the Islamic State. In a recent op-ed for French newspaper *Le Monde*, he argued that inequality was a "major driver of Middle Eastern terrorism, including the Islamic State attacks on Paris earlier this month — and Western nations have themselves largely to blame for that inequality," as my colleague Jim Tankersley described it: "Piketty writes that the Middle East's political and social system has been made fragile by the high concentration of oil wealth into a few countries with relatively little population. If you look at the region between Egypt and Iran — which includes Syria — you find several oil monarchies controlling between 60 and 70 percent of wealth, while housing just a bit more than 10 percent of the 300 million people living in that area." Piketty, of course, is not the first academic who has tried to explain the factors that have contributed to the rise of terror groups, such as the Islamic State. So, what do the others say?

... "Empirically, it is not true that inequality by itself is a major causal factor," said Paul Davis, a senior researcher at the Rand Corp. think tank. "Inequality can't help, to be sure, and we may be concerned about it for many reasons, but it's a poor factor to highlight as 'the cause.'" Although Davis emphasized that inequality, in combination with state repression, could in fact motivate some to become terrorists, he also acknowledged that other factors appear to be equally or even more decisive. "Today's Jihadists have a sense of themselves that entangles ethnicity, nation origin, culture, family, a sense of oppression, and religion," Davis said. Many academics who research terrorism-related issues say that single-root cause explanations are not particularly helpful. "The reality is much more complex," said Kim Cragin, a senior research fellow at the National Defense University. To emphasize that complexity, Cragin and Davis published a diagram showing the various factors that play into public support for terror groups. In his op-ed, Piketty also discusses how equality could help eradicate the problem of homegrown radicalization. "It's austerity which has led to the rise of national egoism and identity tensions. It's social development and equality that could succeed over hatred," he writes. However, other researchers are far less confident that

equality alone would stop homegrown radicalization.

[Student debt forgiveness could narrow the racial wealth gap](#)

WASHINGTON POST - Danielle Douglas-Gabriel

Eliminating student debt for low- to middle-income families could dramatically narrow the racial wealth gap between black and white households, according to a joint study by liberal think tank Demos and the Institute for Assets & Social Policy at Brandeis University. Though 43 million Americans across the racial and socioeconomic spectrum have nearly \$1.3 trillion in college loans, black households are far more likely to have student debt at all income levels. About 54 percent of young African Americans between the ages of 25 and 40 have student loans, compared to 39 percent of their white counterparts. That debt is exacerbating existing racial wealth disparity by making it more difficult for black families to save money and accumulate assets to cushion against economic turmoil. According to the study, the median household wealth is \$3,600 for young African Americans, compared to just under \$36,000 for young white households.

[Editorial: Fixing the most expensive tax deduction](#)

WASHINGTON POST - Editorial

THE DEDUCTION for mortgage interest is one of the most expensive tax breaks in the entire Internal Revenue Code: It's an estimated \$73.9 billion item for fiscal 2015, according to the Treasury Department. The mortgage interest deduction is also a significant cause of after-tax income inequality: The top 20 percent of earners get 75 percent of the benefits; the top 1 percent get 15 percent, according to the Congressional Budget Office. The deduction encourages overinvestment in single-family housing, increasing the economy's vulnerability to real estate bubbles. There's only one concession to these realities in the law: It does not apply to interest on loan principal above \$1 million. A new report from the National Low Income Housing Coalition, however, starkly documents the limitations of that limitation — and shows that the \$1 million cap could be lowered to a still-generous \$500,000 without affecting the vast majority of home buyers. The coalition surveyed the 20 million mortgages originated from 2012 through 2014, finding that only 5 percent of them were larger than \$500,000. What's more, these high-end loans, which by definition go to high-income households, were concentrated in a handful of localities.

[The U.S. Is the Most Unequal Developed Economy Outside Southern Europe](#)

BLOOMBERG - Kasia Klimasinska

The developed world's most unequal economies are in struggling southern Europe, closely followed by the U.S. That's according to a new report from Morgan Stanley, where analysts looked at indicators including the gender pay gap, involuntary part-time employment and Internet access. The bank also found that the rise of economies such as China and India has helped drive down inequality between countries, even though inequality within many individual has grown. Since the mid-1980s, income inequality has risen the most in Sweden when looking at developed economies. Even after that increase, Sweden (along with the rest of Scandinavia) still had the lowest levels of inequality. Persistent inequality hurts economic growth over the long run, according to the bank. By hindering access to opportunity, it undermines incentives to work hard, get more education and improve skills. It may undermine trust in policy makers and social institutions, and lead to economic policy solutions such as increased market regulation, protectionism and anti-immigration measures.

[Income Inequality Makes Rich People Stingier](#)

BLOOMBERG - John Tozzi

If Charles Dickens's Victorian London had more income equality, Ebenezer Scrooge wouldn't have been such a miser. That's the implication of new research that suggests inequality makes wealthy people less generous. The study published today in the Proceedings of the National Academy of Sciences is the first to probe how inequality influences altruism. Some earlier research in the U.S. has observed that the rich are stingier than people with more modest incomes. But studies in

Europe and Japan didn't find the same effect. "That was a bit of a puzzle for us," says Stéphane Côté, a professor at the University of Toronto's Rotman School of Management, who wrote the paper with colleagues from Toronto and Stanford. "That's why we reasoned maybe a factor that seems to effect the rich is whether they live in a place that is highly unequal in terms of economic inequality."

[Is AirBnB a Credible Champion on Income Inequality?](#)

ATLANTIC - Adam Chandler

In recent weeks, we've learned AirBnB has forged a number of transcontinental love connections and afforded at least one indecisive couple a way to spend a year traipsing between different New York City neighborhoods on a paltry budget of \$3,000 a month. The popular home-rental site is not interested in these heroics. In recent months, the less whimsical aspects of the business have drawn ire in America's largest housing market, New York City, where the company has been blamed for exacerbating an affordable-housing crisis. AirBnB's retort goes something like this: If you can't make it here, there's always AirBnB. Earlier this year, the company said that 87 percent of AirBnB landlords in New York are ordinary people who rent out their own homes "to pay their bills and stay in their homes." As the company continues to battle regulators and tries to rent a little space in the public's heart, it released data on Tuesday to show how people use the site in New York City. "Some 93 percent of revenue earned by active hosts in New York City comes from those who share their entire home and only have one or two rental listings on the platform," The New York Times reported. "The typical annual host income is roughly \$5,110, according to the data." This bid for transparency is meant to appease AirBnB's opponents as well as combat the perception that it enables illegal hotels and limits affordable housing. Also, last year, New York State Attorney General Eric Schneiderman issued a report estimating that 72 percent of listings themselves are illegal. While the numbers seem to reinforce the idea that most people who use AirBnB are just trying to get by, they also point to larger issue at the heart of the housing crisis: income inequality. A giant global tech company, which was recently valued at \$24 billion, may not be the best champion for that cause.

[Why the Economic Fates of America's Cities Diverged](#)

ATLANTIC - Phillip Longman

Despite all the attention focused these days on the fortunes of the "1 percent," debates over inequality still tend to ignore one of its most politically destabilizing and economically destructive forms. This is the growing, and historically unprecedented, economic divide that has emerged in recent decades among the different regions of the United States. Until the early 1980s, a long-running feature of American history was the gradual convergence of income across regions. The trend goes back to at least the 1840s, but grew particularly strong during the middle decades of the 20th century. This was, in part, a result of the South catching up with the North in its economic development. As late as 1940, per-capita income in Mississippi, for example, was still less than one-quarter that of Connecticut. Over the next 40 years, Mississippians saw their incomes rise much faster than did residents of Connecticut, until by 1980 the gap in income had shrunk to 58 percent. Yet the decline in regional equality wasn't just about the rise of the "New South." It also reflected the rising standard of living across the Midwest and Mountain West—or the vast territory now known dismissively in some quarters as "flyover states." In 1966, the average per-capita income of greater Cedar Rapids, Iowa, was only \$87 less than that of New York City and its suburbs. Ranked among the country's top 25 richest metro areas in the mid-1960s were Rockford, Illinois; Milwaukee, Wisconsin; Ann Arbor, Michigan; Des Moines, Iowa; and Cleveland, Ohio.

[7 Billionaires Worried about Income Inequality](#)

FORTUNE - Erik Sherman

Income inequality is a complicated issue. The U.S. is the richest and yet most unequal country in the world when you consider wealth, according to Allianz. And yet, there is economic mobility; many Americans shift income brackets, with 70% of the population experiencing at least one year

in the top 20th percentile of income and 53% landing in the top 10th percentile in at least one year. But as the disparities in wealth and income have become more marked, the national conversation over income inequality, as well as how to shore up America's middle class, has gained urgency. It has even become a cause célèbre with surprising bedfellows. Democrats and Republicans have both focused on the topic, albeit with different solutions in mind. Harvard Business School alumni have cited it as a major concern — just like union activists and minimum wage workers at the fast food protests. And billionaires are no exception. Entrepreneur and investor Nick Hanauer, who sold his Internet advertising company to Microsoft for \$6 billion in 2007, most famously warned fellow one-percenters, “If we don’t do something to fix the glaring inequities in this economy, the pitchforks are going to come for us. No society can sustain this kind of rising inequality.” But he has plenty of company. Some are concerned on moral grounds; others cite the impact on the economy. Here are seven other billionaires who say they are worried about how income inequality will affect America.

[These Maps Show How Student Debt Is Reinforcing Economic Inequality](#)

THINK PROGRESS - Casey Quinlan

A new interactive map shows how student loan debt is holding down low-income graduates who are struggling to pay their bills. The map was launched by Generation Progress and Higher Ed, Not Debt, which worked with the Washington Center for Equitable Growth to analyze the findings. (Disclosure: ThinkProgress is an editorially independent site affiliated with the Center for American Progress.) Perhaps counterintuitively, the map backs up previous research that tells us graduates with high amounts of student loan debt don’t actually have the highest delinquency rates. The areas of the country with the highest delinquency rates are the ones where the amount of student loan debt is lower. That’s because graduates and former students with less debt but high delinquency rates live in low-income zip codes, which means even small amounts of debt weigh heavily on them. Graduates with higher student debt, meanwhile, tend to live in more affluent zip codes. People who attended pricey graduate schools may have a lot of student loan debt, but they’re also more likely to have the income to pay off that debt later. Marshall Steinbaum, a research economist with the Washington Center for Equitable Growth, explained the findings show that student debt actually reinforces economic inequality. “‘Non-traditional’ borrowers come from lower-income backgrounds and don’t actually take on high-debt burdens. They do, however, face fewer labor market opportunities, lower earnings, and ultimately much higher delinquency rates on their loans,” Steinbaum said in a statement. “Moving forward, policymakers must pay attention to the geographical distribution of student debt if they ever hope to adequately address rising inequality and the erosion of middle-class wealth.”

[Is Innovation to Blame for Inequality?](#)

CITY LAB - Richard Florida

Innovation is the underlying driver of economic growth and rising living standards. But recently, high-tech startups and tech workers have been blamed for rising inequality and for pricing residents out of housing in leading tech hubs such as San Francisco. Last year’s protests over Google Buses shuttling employees from the city to its Silicon Valley campus while the rest of San Francisco’s public transportation system was underfunded is perhaps the perfect case in point. At the same time, economists have found that as inequality has risen over the past couple of decades, the rate of innovation has fallen, especially since the economic crisis. Is innovation really to blame for rising inequality? A June NBER study by a team of economists from Harvard, the University of Pennsylvania, and the University College London takes a close look at the connection between the two. Specifically, it examines the connection between innovation (measured by patenting) and the widening economic gap at the very top—between the one percent and everyone else—across states between 1975 and 2010. It also examines the relationship between innovation and more conventional types of inequality between the upper and lower classes.

... But are the two actually related? And if so, how exactly? The answer, it turns out, depends on what exactly is being measured. First off, the study finds innovation to be rather closely associated

with the increase in the share of income going to the one percent. After controlling for a wide range of factors that are likely to affect innovation, it finds that innovation accounts for roughly 17 percent of the total increase in the share of income held by the top 1 percent between 1975 and 2010. In the highly innovative state of California, innovation explains roughly 22 percent of the increase in the top 1 percent's share of income over the same period. Furthermore, the study's results show a connection between highly impactful star inventors and inequality. But here's the catch. The study finds little connection between innovation and other, more conventional measures of inequality like the Gini coefficient. When the researchers look at the connection between innovation and the economic gap between the top 10 percent of Americans and everybody else, they find the effect is mainly negative: Increasing rates of innovation are actually associated with declining inequality across states.

[Investing in New York's Human Capital](#)

HUFFINGTON POST - Allison Sesso

Recently, New York's Governor Cuomo announced he will establish a mandatory \$15 minimum wage for all state workers. New York has one of the largest income gaps in the nation, so it's particularly meaningful that this is the first time a governor has increased mandatory pay to at least \$15 for its public employees. This is a welcome policy change and Governor Cuomo should be applauded for his efforts. Now, it's time for the governor to do the same for the thousands of human service employees working on state contracts. This workforce delivers essential government services that support the health and well being of residents across the state. These employees include the workers who staff senior centers, foster care agencies, after-school programs, homeless shelters and facilities providing community health services. The government contracts out these critical services to nonprofit human service organizations, and relies on their expertise to deliver low-cost interventions. Their work provides a cheap way for government to provide services, resulting in savings for the state many times over. But unless the governor includes funding in his budget, they won't be beneficiaries of this policy.

[Mark Zuckerberg May Finally Be Doing Philanthropy The Right Way](#)

HUFFINGTON POST - Alexander Kaufman

Mark Zuckerberg is giving away enough money to fund one of the world's biggest charities for the next 45 years. Instead, he's funding his own. In a letter addressed to his newborn daughter, the Facebook CEO said Tuesday he will donate 99 percent of his company shares, worth \$45 billion by current valuations. The money will funnel through the new Chan Zuckerberg Initiative, which Zuckerberg will lead with his wife, Dr. Priscilla Chan. The organization will function as a philanthropic LLC, reinvesting its earnings into nonprofits that advance its mission. The announcement also hints that the Facebook boss wants to avoid the pitfalls that typically bedevil business titans-turned-benefactors. He seems to have learned from his earlier attempts at philanthropy. "We must back the strongest and most independent leaders in each field," he wrote in the note, posted to his Facebook page. "Partnering with experts is more effective for the mission than trying to lead efforts ourselves."

... And from the helm of a social network with more than 1 billion daily active users, Zuckerberg may be able to help leverage his weight in the tech community to organize concerted efforts to reduce income inequality. As it is, the vaguely-worded mission of the Chan Zuckerberg Foundation is "advancing human potential and promoting equality."

[According to Bernie Sanders, income inequality means many Americans aren't "truly free"](#)

QUARTZ - Elizabeth Winkler

"True freedom does not occur without economic security." Bernie Sanders, 2016 Democratic presidential candidate, delivered his latest campaign speech at Georgetown University on Nov. 19. Sanders is a politician, not a professor, but his speeches recently have taken on a distinctly educational cast. Mostly, they aim to teach Americans about democratic socialism, to dispel boogey-monster fears about the "s-word" and explain how it can be used to address America's

current social and economic woes. The lessons he delivers to audience after audience are pretty much the same: economic inequality in America is severe and growing; the middle class has all but disappeared; the majority of new income generated today is going to the top 1% of Americans; the US is controlled by “a handful of billionaires.” His proposed solutions are familiar now, too: free universal healthcare, free college education, paid parental leave, higher taxes on the wealthy, banking regulations, a living wage. But last Thursday, Sanders added a new dimension to his argument: the yawning gap between rich and poor has created a growing class of Americans, he suggested, who aren’t really free. “People are not truly free when they are unable to feed their family,” he said. “People are not truly free when they are unable to retire with dignity. People are not truly free when they are unemployed or underpaid or when they are exhausted by working long hours. People are not truly free when they have no health care.”

###

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

Dear John

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

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.

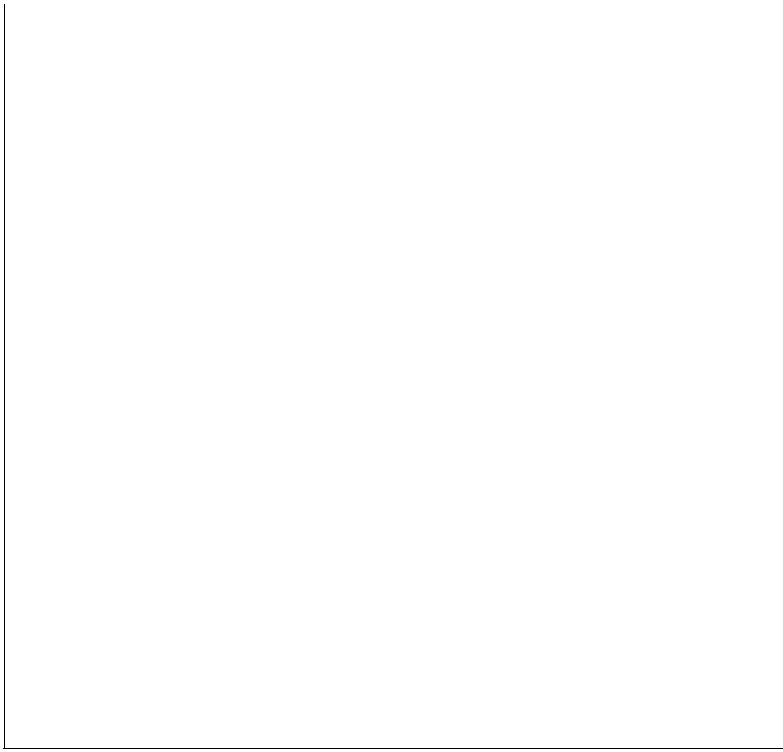
The produce from the urban farms comes free of charge to the public-housing residents—they only need to volunteer at the farm or bring a bag of kitchen compost from their own home. If they bring compost, they will receive a bag of the same weight filled with collard greens, celery, cucumbers, cabbage 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: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(ifdc@akpdmmedia.com\)](#)
Subject: MINI SCHEDULE - Friday, November 04, 2015
Date: Thursday, December 03, 2015 6:11:03 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, December 04, 2015

WEATHER: Hi of 52 Low of 38. Sunny

ATTIRE: Business

NOTES:

[REDACTED]
[REDACTED]

6:30 - 7:00 AM TRAVEL FROM GRACIE TO [REDACTED]
Travel Time: 30 Mins
Car: [REDACTED]

7:30 - 8:30 AM [REDACTED]
Location: [REDACTED]

9:00 - 10:00 AM TRAVEL FROM [REDACTED] TO LEHMAN COLLEGE
Travel Time: 1 Hr.
Car: [REDACTED]

9:00 - 9:30 AM NEWS WITH PETER

10:00 - 10:15 AM PREP [REDACTED]
Location: Lehman College, Center for the Performing Arts, 250
Bedford Park Boulevard West, Bronx NY (Technical Director's Office)
Staff Contact: Karen Hinton
Telephone: [REDACTED]

10:15 - 10:45 AM CALL IN INTERVIEW ON THE BRIAN LEHRER SHOW
Location: YOU call [REDACTED]

11:00 - 11:30 AM REMARKS AT DOC GRADUATION
Location: Lehman College, Center for the Performing Arts, 250
Bedford Park Boulevard West, Bronx NY
Telephone: (O): 718.707.2351; (C): [REDACTED]
Staff Contact: Jerika Richardson
Telephone: [REDACTED]
Press Contact: Monica Klein
Telephone: [REDACTED]

Site Advance: Stefan Grybauskas
Telephone: [REDACTED]
Podium: Yes
Press: Open

11:30 - 12:30 PM TRAVEL FROM LEHMAN COLLEGE TO BAR TOTO
Location: 411 11th Street, Brooklyn
Travel Time: 1 Hr.
Car: [REDACTED]

12:00 - 12:30 PM PREP [REDACTED]
Location: YOU call Wiley at [REDACTED]

12:30 - 1:00 PM IN-PERSON INTERVIEW WITH NY MAGAZINE
Location: Bar Toto

1:00 - 6:00 PM CALL TIME
Location: Bar Toto

6:00 - 7:00 PM TRAVEL FROM BAR TOTO TO 85-37 168TH ST, JAMAICA, NY
Location: 85-37 168th St, Jamaica, NY 11432
Travel Time: 1 Hr.
Car: [REDACTED]

7:00 - 7:30 PM REMARKS AT THE JAMAICA MUSLIM CENTER WITH DR. RAHMAN
Location: 85-37 168th St, Jamaica, NY 11432
Staff Contact: Marco Carrion
Telephone: [REDACTED]
Press Contact: Monica Klein
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

7:30 - 8:00 PM TRAVEL TIME

8:00 - 10:00 PM [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No Scheduled Press Conference

FLONYC SCHEDULE

9:30 - 11:00 AM [REDACTED]

11:00 - 12:00 PM [REDACTED]

12:00 - 12:45 PM

MEETING // LUNCH WITH ROXANNE JOHN

1:00 - 1:30 PM

[REDACTED]

1:30 - 2:30 PM

[REDACTED] MEETING

2:30 - 6:00 PM

[REDACTED]

8:00 - 10:00 PM

[REDACTED]

From: [Hagelgans, Andrea](#)
To: [John Del Cecato \(ifdc@akpdmedia.com\)](#); [Walzak, Phil](#); [Blumm, Kate](#)
Subject: FW: 311 complaints - Quality of Life
Date: Friday, December 04, 2015 11:28:38 AM
Attachments: [QoL Complaints 2015.xlsx](#)

Attached are the top generally accepted Quality of Life complaints to 311 through end of November, 2015. Also included full year 2013 & 2014 for comparative purposes.

[REDACTED]

[REDACTED] The 36 complaints (aka Service Requests) in the attached reflect those most frequently referred to by Agencies, the public, and historically as quality of life related. Most are NYPD jurisdiction, such as noise, blocked driveways, and drinking in public. Others reflect visible conditions the public reports to 311 including sanitation issues, rodents, and graffiti.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

In the attached QoL-related account for 601,000 complaints through November (1,800 avg per day) which represents 24% of all Service Requests filed through 311 and is higher in total than same set in 2014 and 2013.

Quality of Life (QoL) Complaints to 311
2013 - 2015

2015 Rank	Agency	Complaint Type	2013	2014	2015
1	NYPD	Noise - Residential	151,516	192,608	190,581
2	NYPD	Blocked Driveway	57,408	79,170	91,340
3	DEP	Noise	40,080	51,906	52,993
4	NYPD	Noise - Street/Sidewalk	24,609	35,484	49,036
5	NYPD	Noise - Commercial	26,520	37,325	40,133
6	DSNY	Sanitation Condition	24,888	27,149	30,078
7	DOHMH	Rodent	22,365	24,515	27,397
8	NYPD	Derelict Vehicle	11,733	15,197	19,766
9	NYPD	Noise - Vehicle	12,772	15,154	18,074
10	DSNY	Derelict Vehicles	11,783	12,630	17,287
11	DSNY	Graffiti	13,262	15,889	12,897
12	NYPD	Animal Abuse	805	9,158	9,752
13	DEP	Air Quality	7,738	8,119	8,728
14	DHS	Homeless Person Assistance	458	1,887	5,408
15	NYPD	Homeless Encampment	2,474	3,025	4,528
16	NYPD	Noise - Park	2,940	3,834	4,010
17	NYPD	Vending	3,306	3,218	3,865
18	DSNY	Vacant Lot	2,461	2,048	1,952
19	DEP	Asbestos	1,379	1,608	1,710
20	DSNY	Overflowing Litter Baskets	1,225	1,087	1,491
21	EDC	Noise - Helicopter	769	1,289	1,419
22	DOHMH	Mobile Food Vendor	1,341	1,209	1,354
23	NYPD	Drinking	1,332	1,125	1,308
24	DSNY	Derelict Bicycle	771	1,212	1,201
25	NYPD	Noise - House of Worship	992	1,021	1,022
26	DOT	Broken Parking Meter	145	128	791
27	NYPD	Urinating in Public	376	417	616
28	DOHMH	Unleashed Dog	655	557	607
29	DOHMH	Unsanitary Pigeon Condition	516	548	587
30	NYPD	Disorderly Youth	514	517	306
31	DOB	Scaffold Safety	162	204	229
32	DOHMH	Beach/Pool/Sauna Complaint	146	164	179
33	DSNY	Collection Truck Noise	137	186	179
34	NYPD	Illegal Fireworks	178	223	171
35	NYPD	Graffiti	249	236	151
36	DOT	Bike Rack Condition	134	98	129
QoL TOTAL			428,139	550,145	601,275
Avg Per Day			1,173	1,507	1,800
Percent Change vs Previous Year			-	28%	19%

<i>GRAND TOTAL (all 311 Service Requests)</i>	<i>2,284,665</i>	<i>2,534,849</i>	<i>2,488,772</i>
<i>Avg Per Day</i>	<i>6,259</i>	<i>6,945</i>	<i>7,451</i>
<i>Percent Change vs Previous Year</i>	<i>-</i>	<i>11%</i>	<i>7%</i>

<i>QoL Percent of Total</i>	<i>19%</i>	<i>22%</i>	<i>24%</i>
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From: [John Del Cecato](#)
To: [Hagelgans, Andrea](#); [Walzak, Phil](#); [Blumm, Kate](#)
Subject: Re: 311 complaints - Quality of Life
Date: Friday, December 04, 2015 11:41:18 AM

From: "Hagelgans, Andrea" <AHagelgans@cityhall.nyc.gov>

Date: Friday, December 4, 2015 at 11:28 AM

To: John Del Cecato <jfdc@akpdmedia.com>, "Walzak, Phil" <PWalzak@cityhall.nyc.gov>, "Blumm, Kate" <KBlumm@cityhall.nyc.gov>

Subject: FW: 311 complaints - Quality of Life

Attached are the top generally accepted Quality of Life complaints to 311 through end of November, 2015. Also included full year 2013 & 2014 for comparative purposes.

[REDACTED]

[REDACTED] The 36 complaints (aka Service Requests) in the attached reflect those most frequently referred to by Agencies, the public, and historically as quality of life related. Most are NYPD jurisdiction, such as noise, blocked driveways, and drinking in public. Others reflect visible conditions the public reports to 311 including sanitation issues, rodents, and graffiti.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

In the attached QoL-related account for 601,000 complaints through November (1,800 avg per day) which represents 24% of all Service Requests filed through 311 and is higher in total than same set in 2014 and 2013.

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Saturday, December 05, 2015
Date: Friday, December 04, 2015 8:11:21 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, December 05, 2015

WEATHER: Hi of 53 Low of 38, Sunny
ATTIRE: Business
NOTES: [REDACTED]
[REDACTED]

9:50 - 10:35 AM TRAVEL FROM GRACIE MANSION TO 2030 OCEAN PARKWAY, BROOKLYN
Travel Time: 45 Mins.
Car: [REDACTED]

10:00 - 10:30 AM NEWS WITH PETER

10:35 - 11:30 AM REMARKS AT CONGREGATION SHA'AREI ZION
Location: 2030 Ocean Parkway, Brooklyn
Staff Contact: Avi Fink
Telephone: [REDACTED]
Press Contact: Ishanee Parikh
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

11:30 - 12:00 PM TRAVEL FROM 2030 OCEAN PARKWAY TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

11:30 - 12:00 PM [REDACTED] CALL
[REDACTED] [REDACTED]
Code: [REDACTED]

12:30 - 1:30 PM [REDACTED]

2:00 - 2:30 PM TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

2:30 - 3:30 PM

[REDACTED] CALL

[REDACTED]
Code: [REDACTED]

3:30 - 4:30 PM

[REDACTED] CALL

[REDACTED]
Code: [REDACTED]

4:30 - 5:30 PM

MEETING [REDACTED]
Location: Gracie Mansion

5:30 - 6:30 PM

[REDACTED]
Location: [REDACTED]

7:00 - 8:00 PM
CT

TRAVEL FROM GRACIE MANSION TO [REDACTED]

Travel Time: 1 Hr.
Car: [REDACTED]

8:00 - 9:00 PM

[REDACTED]
Location: [REDACTED]

[REDACTED]

Note: Party begins at 7:00PM

8:30 - 9:30 PM TRAVEL [REDACTED] GRACIE MANSION

Travel Time: 1 Hr.
Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No scheduled press conference

FLONYC SCHEDULE

12:30 - 3:00 PM

[REDACTED]

3:00 - 4:00 PM

[REDACTED] CALL

5:30 - 6:30 PM

MEETING WITH JUAN FIGUEROA AND MBDB

8:00 - 8:30 PM

[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Sunday December 06, 2015
Date: Friday, December 04, 2015 8:14:50 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, December 06, 2015

WEATHER: Hi of 57 Low of 39, Sunny
ATTIRE: Business
NOTES: [REDACTED]
[REDACTED]
[REDACTED]

8:30 - 8:45 AM TRAVEL FROM GRACIE TO [REDACTED]
Location: [REDACTED]
[REDACTED]

Travel Time: 15 Mins.
Car: [REDACTED]

8:45 - 9:15 AM [REDACTED]
[REDACTED]

Press Contact: Karen Hinton
Telephone: [REDACTED]

9:30 - 10:00 AM TRAVEL [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

10:30 - 11:30 AM [REDACTED]
Location: [REDACTED]

12:00 - 12:30 PM TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

12:00 - 12:30 PM NEWS WITH MONICA

5:30 - 6:00 PM TRAVEL FROM GRACIE MANSION TO 26 BRIDGE STREET, BROOKLYN
Travel Time: 30 Mins.
Car: [REDACTED]

6:00 - 6:30 PM
CELEBRATION

ATTEND CONGRESSWOMAN CLARKE & UNA CLARKE'S ANNUAL BIRTHDAY

Location: 26 Bridge Street, Brooklyn
Staff Contact: Harold Miller
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

6:30 - 7:00 PM

TRAVEL FROM 26 BRIDGE STREET TO GRACIE MANSION

Travel Time: 30 Mins.
Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No scheduled press conference

FLONYC SCHEDULE

6:00 - 6:30 PM ATTEND CONGRESSWOMAN YVETTE CLARKE & UNA CLARKE'S ANNUAL
BIRTHDAY CELEBRATION WITH MBDB

7:00 - 9:00 PM [REDACTED]

From: [Arslanian, Kayla](#)
To: [Viguers, Jonathan](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [REDACTED]; jfdc@akpdmedia.com; [Almonte, Catherine](#)
Subject: Re: MBDB: [REDACTED] Meeting
Date: Saturday, December 05, 2015 2:23:11 PM

Cat is with Mayor and says we are running on time. Pls be ready to dial in at 2:30 - tx!

Sent from my iPhone

On Dec 5, 2015, at 2:17 PM, Arslanian, Kayla <KArslanian@cityhall.nyc.gov> wrote:

Hi all -
Just pinged the Mayor abt the call. He'll let me know when he's ready and I'll shoot you a note to jump on the line. Pls standby and be on the lookout for my email.

Thanks!

MBDB: [REDACTED] Meeting

Scheduled: Saturday, Dec 5, 2015 from 2:30 PM to 3:30 PM

Location: [REDACTED] Code: [REDACTED]

Invitees: Viguers, Jonathan , Salazar-Rodriguez, Prisca , Snyder, Thomas , [REDACTED] , John Del Cecato , Almonte, Catherine

Sent from my iPhone

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(ifdc@akpdmedia.com\)](#)
Subject: UPDATED MINI SCHEDULE - Sunday, December 06, 2015
Date: Saturday, December 05, 2015 9:08:23 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, December 06, 2015

WEATHER: Hi of 57 Low of 39, Sunny
ATTIRE: Business
NOTES: [REDACTED]
[REDACTED]
[REDACTED]

10:00 - 10:30 AM [REDACTED] CALL [REDACTED]
[REDACTED]
Code: [REDACTED]

11:00 - 11:30 AM CALL WITH TONY
Note: YOU call Tony on is cell

12:00 - 1:00 PM MEETING WITH STEVE BANKS
Location: Gracie Mansion

1:00 - 1:30 PM NEWS WITH MONICA

1:30 - 2:00 PM TRAVEL FROM GRACIE TO SILVERSTEIN FAMILY
PARK, 7 WORLD TRADE CENTER
Travel Time: 30 Mins.
Car: [REDACTED]

2:00 - 3:00 PM REMARKS AT ZADROGA 9/11 HEALTH &
COMPENSATION ACT PRESS CONFERENCE
Location: Silverstein Family Park, 7 World
Trade Center
Staff Contact: Jerika Richardson
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

3:00 - 3:30 PM TRAVEL FROM 7 WORLD TRADE CENTER TO
[REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

4:00 - 5:00 PM

[REDACTED]

5:30 - 6:00 PM

TRAVEL FROM [REDACTED] TO 26 BRIDGE STREET, BROOKLYN

Travel Time: 30 Mins.

Car : [REDACTED]

6:00 - 6:30 PM

ATTEND CONGRESSWOMAN CLARKE & UNA
CLARKE'S ANNUAL BIRTHDAY CELEBRATION

Location: 26 Bridge Street, Brooklyn

Staff Contact: Harold Miller

Telephone: [REDACTED]

Site Advance: Javon Coney

Telephone: [REDACTED]

6:30 - 7:00 PM

TRAVEL FROM 26 BRIDGE STREET TO GRACIE
MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

7:00 - 9:00 PM

[REDACTED]

8:00 - 8:30 PM

[REDACTED]

[REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No scheduled press conference

FLONYC SCHEDULE

6:00 - 6:30 PM

ATTEND CONGRESSWOMAN YVETTE CLARKE & UNA CLARKE'S ANNUAL
BIRTHDAY CELEBRATION WITH MBDB

7:00 - 9:00 PM

[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(ifdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Monday, December 07, 2015
Date: Sunday, December 06, 2015 7:46:32 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, December 07, 2015

WEATHER: Hi of 57 Low of 38, Partly Cloudy
ATTIRE: Business
NOTES: [REDACTED]
[REDACTED]

7:00 - 7:30 AM TRAVEL [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

8:00 - 9:00 AM [REDACTED]
Location: [REDACTED]

9:45 - 10:30 AM TRAVEL FROM [REDACTED] TO LINCOLN CENTER
Travel Time: 45 Mins.
Car: [REDACTED]

9:45 - 10:15 AM NEWS WITH MONICA

10:30 - 12:00 PM ATTEND MEMORIAL SERVICE FOR JOHN ZUCCOTTI
Location: David Geffen Hall Theater at Lincoln Center (VIP entrance is
132 west 65th street)
Site Advance: Javon Coney
Telephone: [REDACTED]

12:00 - 12:30 PM TRAVEL FROM LINCOLN CENTER TO 1PP
Travel Time: 30 Mins.
Car: [REDACTED]

12:30 - 1:00 PM REMARKS AT THE NYPD CLERGY ALL-IN CONFERENCE
Location: 1 Police Plaza
Staff Contact: Jerika Richardson
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

1:00 - 2:00 PM	TRAVEL FROM 1 POLICE PLAZA TO STATEN ISLAND Travel Time: 1 Hr. Car: [REDACTED]
1:00 - 1:30 PM	PREP [REDACTED] Call in # [REDACTED] Code: [REDACTED]
1:30 - 2:00 PM	[REDACTED] CALL Call in # [REDACTED] Code: [REDACTED]
2:00 - 4:00 PM	OPIOIDS ANNOUNCEMENT + FAMILY VISIT WITH FLONYC (INCLUDING OFF-TOPIC) Location: Staten Island Press Contact: Monica Klein Telephone: [REDACTED] Site Advance: Javon Coney and Andrew Schustek Telephone: [REDACTED] / [REDACTED]
4:00 - 5:00 PM	TRAVEL FROM STATEN ISLAND TO CITY HALL Travel Time: 1 Hr. Car: [REDACTED]
4:30 - 5:00 PM	[REDACTED] CALL Call in # [REDACTED] Code: [REDACTED]
5:00 - 6:00 PM	MEETING [REDACTED] [REDACTED] Location: City Hall, The Blue Room
6:00 - 6:30 PM	MEETING WITH KEVIN O'BRIEN Location: City Hall, The Mayor's Office
6:45 - 7:00 PM	TRAVEL FROM CITY HALL TO BROOKLYN MARRIOTT Travel Time: 15 Mins. Car: [REDACTED]
7:00 - 7:30 PM	ATTEND COCKTAILS OF THE BROOKLYN BAR ASSOCIATION WITH CHAIRMAN SEDDIO & PRESIDENT ARTHUR L. AIDALA Location: Brooklyn Marriott, 333 Adams St, Brooklyn, NY 11201 Staff Contact: Gabriel Schnake-Mahl Telephone: [REDACTED]
7:30 - 8:00 PM	TRAVEL FROM BROOKLYN MARRIOTT TO GRACIE MANSION

Travel Time: 30 Mins.

Car:

8:00 - 9:00 PM

DRINKS WITH REV. SHARPTON

Location: Gracie Mansion

CITY HALL STEPS PRESS CONFERENCES

10:00 AM – BRT for NYC Coalition “Woodhaven Bus Transit Line” 30 people

11:00 AM – C/M Kallos “Bill Introduction” 50 people

12:00 PM– C/M Lander “Freelancers – Late Payments or Non-Payments” 50 people

FLONYC SCHEDULE

10:30 - 11:00 AM

ATTEND CITY COUNCIL WOMEN’S CAUCUS TO DISCUSS MH ROADMAP

(COUNCIL CHAMBER)

11:10 - 1:00 PM

1:00 - 1:30 PM

2:00 - 3:30 PM

4:30 - 6:30 PM

OPIOID EPIDEMIC ANNOUNCEMENT + FAMILY VISIT WITH MBDB

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Tuesday, December 8, 2015
Date: Monday, December 07, 2015 7:19:33 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, December 08, 2015

WEATHER: Hi of 57 Low of 38, Partly Cloudy
ATTIRE: Business
NOTES: [REDACTED]

6:30 - 7:00 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
7:30 - 8:30 AM	[REDACTED] Location: [REDACTED]
9:00 - 9:30 AM	TRAVEL FROM [REDACTED] TO CITY HALL Travel Time: 30 Mins. Car: [REDACTED]
9:00 - 9:30 AM	NEWS WITH PETER
9:30 - 10:00 AM	MEETING WITH STEPHANIE YAZGI Location: City Hall, The Mayor's Office
10:00 - 11:00 AM	MEETING WITH RACHEL, TOM, AND TONY Location: City Hall, The Mayor's Office
11:00 - 11:30 AM	CALL TIME WITH KAYLA Location: City Hall, The Mayor's Office
11:30 - 12:30 PM	[REDACTED]
12:30 - 1:30 PM	MEETING WITH KATE, PHIL, AND ANDREA Location: City Hall, The Mayor's Office
1:30 - 3:00 PM	BRIEFING [REDACTED] [REDACTED] Location: City Hall, The Blue Room

3:00 - 4:30 PM	[REDACTED] Location: [REDACTED]
4:30 - 5:30 PM	MEETING [REDACTED] Location: City Hall, The Blue Room
5:30 - 5:45 PM	[REDACTED] Location: [REDACTED]
6:00 - 6:30 PM	TRAVEL FROM CITY HALL TO [REDACTED] Travel Time: MBDB Notes: Notes: [REDACTED]
6:20 - 6:30 PM [REDACTED]	CALL WITH DEP COMMISSIONER EMILY LLOYD [REDACTED] Location: YOU call Commissioner on her cell at [REDACTED]
6:30 - 7:00 PM INSTITUTE	ATTEND COCKTAILS WITH FLONYC FOR THE ANNUAL GALA OF THE NATION Location: The Metropolitan Pavillion, 125 West 18th Street Site Advance: Andrew Schustek Telephone: [REDACTED]
7:00 - 7:10 PM	TRAVEL FROM 125 WEST 18TH STREET TO 43 WEST 24TH STREET Travel Time: 10 Mins. Car: [REDACTED]
7:10 - 7:30 PM	REMARKS AT RECEPTION FOR COUNCIL MEMBER YDANIS RODRIGUEZ Location: Raymi Restaurant – 43 West 24th Street Staff Contact: Gabriel Schnake-Mahl Telephone: [REDACTED]
7:30 - 8:00 PM	TRAVEL FROM 43 WEST 24TH STREET TO [REDACTED] Travel Time: 30 Mins Car: MBDB
7:45 - 9:30 PM	CALL TIME Location: [REDACTED]
9:30 - 10:00 PM	TRAVEL FROM [REDACTED] TO GRACIE MANSION Travel Time: 30 Mins. Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

11:00PM– DART Container Group “Anti Ban of Styrofoam” - 30 people
12:00PM –VOCAL NY “Homelessness” -50 people
1:00PM – Justice League “Termination of Officer Pantaleo” -25 people

FLONYC SCHEDULE

9:15 - 11:40 AM	[REDACTED]
11:40 - 12:00 PM	[REDACTED]
12:00 - 12:30 PM	[REDACTED]
[REDACTED]	
12:30 - 1:00 PM	[REDACTED] TOUCH BASE // LUNCH WITH ROXANNE JOHN
1:00 - 5:00 PM	[REDACTED]
6:30 - 7:15 PM	ATTEND THE NATION INSTITUTE 2015 GALA RECEPTION WITH MBDB
7:45 - 8:30 PM	CLOSING REMARKS AT TRANSGENDER & GENDER ECONOMIC EMPOWERMENT FORUM

From: [Gunaratna, Mahen](#)
To: [B](#)
Cc: [John Del Cecato](#); [Walzak, Phil](#); [Hagelgans, Andrea](#); [Hinton, Karen](#)
Subject: NY Times: Elizabeth Warren Shows Support for Hillary Clinton's Wall Street Plan
Date: Monday, December 07, 2015 7:34:20 PM

Elizabeth Warren Shows Support for Hillary Clinton's Wall Street Plan

NY TIMES - Amy Chozick

http://www.nytimes.com/politics/first-draft/2015/12/07/elizabeth-warren-shows-support-for-hillary-clintons-wall-street-plan/?_r=0

Hillary Clinton, hearing criticism for her ties to the financial industry, received the critical support of Senator Elizabeth Warren on Monday for her proposal to expand the Dodd-Frank regulatory structure and urging of President Obama to veto any legislation that would weaken Wall Street regulation.

"Secretary Clinton is right to fight back against Republicans trying to sneak Wall Street giveaways into the must-pass government funding bill," Ms. Warren, the liberal senator from Massachusetts, wrote on Facebook after Mrs. Clinton published an Op-Ed article in The New York Times with her proposals to regulate Wall Street.

In the Op-Ed, Mrs. Clinton specifically called for Republicans not to defund the Consumer Financial Protection Bureau, which Ms. Warren previously oversaw.

"Whether it's attacking the C.F.P.B., undermining new rules to rein in unscrupulous retirement advisers, or rolling back any part of the hard-fought progress we've made on financial reform," Ms. Warren wrote, "she and I agree."

As high-profile Democratic elected officials line up to support Mrs. Clinton's candidacy, Ms. Warren has remained neutral. This month, 13 of the 14 Democratic female United States senators attended a fund-raiser and rally in Washington for Mrs. Clinton, but the headlines from the event mostly focused on Ms. Warren's absence.

On Monday, Ms. Warren stopped short of endorsing Mrs. Clinton, but her message of support for the candidate's Wall Street plan could do much to ease concerns that Mrs. Clinton's deep donor base of financial executives would make her reluctant to install tough regulations.

Mrs. Clinton does not support reinstating the Glass-Steagall Act, the Depression-era legislation that broke up the big banks and that liberals, and her primary opponents, Bernie Sanders and Martin O'Malley, have urged her to adopt.

"My plan goes beyond the biggest banks to include the whole financial sector," Mrs. Clinton wrote, explaining that her plan covers the so-called shadow-banking industry of private equity and hedge funds. "We need to tackle excessive risk wherever it lurks, not just in the banks."

Sent from my iPhone

From: [Wolfe, Emma](#)
To: [Hinton, Karen](#); [Walzak, Phil](#)
Cc: jfdc@akpdmedia.com; [Hagelgans, Andrea](#)
Subject: RE: wfp/sanders
Date: Tuesday, December 08, 2015 9:55:37 AM

[REDACTED]

From: Hinton, Karen
Sent: Tuesday, December 08, 2015 9:55 AM
To: Walzak, Phil
Cc: jfdc@akpdmedia.com; Hagelgans, Andrea; Wolfe, Emma
Subject: Re: wfp/sanders

[REDACTED]

Sent from my iPhone

On Dec 8, 2015, at 9:48 AM, Walzak, Phil <PWalzak@cityhall.nyc.gov> wrote:

+EW

[REDACTED]

[REDACTED]

From: Hinton, Karen
Sent: Tuesday, December 08, 2015 9:48 AM
To: 'jfdc@akpdmedia.com'; Walzak, Phil; Hagelgans, Andrea
Subject: Fwd: wfp/sanders

[REDACTED]

Sent from my iPhone

Begin forwarded message:

From: "Burns, Alex" <alex.burns@nytimes.com>
Date: December 8, 2015 at 9:33:45 AM EST
To: "Hinton, Karen" <KHinton@cityhall.nyc.gov>
Subject: wfp/sanders

You gonna have any reaction to Working Families endorsing Bernie?
Any comment on whether the mayor played a role in their deliberations?

--

Alexander Burns
New York Times
Desk: (212) 556-4420
Cell: (917) 838-2039

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(ifdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Wednesday, December 09, 2015
Date: Tuesday, December 08, 2015 7:37:11 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, December 09, 2015

WEATHER: Hi of 54 Low of 49, Mostly Cloudy
ATTIRE: Business
NOTES: [REDACTED]
[REDACTED]

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins
Car: [REDACTED]

8:00 - 9:00 AM [REDACTED]
Location: [REDACTED]

9:30 - 9:45 AM TRAVEL [REDACTED]
Travel Time: 15 Mins.
Car: [REDACTED]

9:45 - 11:00 AM [REDACTED]
Location: [REDACTED]

11:00 - 11:30 AM NEWS WITH PETER

11:00 - 11:30 AM TRAVEL [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

11:30 - 12:00 PM [REDACTED]
Location: [REDACTED]

12:00 - 12:30 PM TRAVEL [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

12:30 - 1:00 PM PREP [REDACTED]
Location: City Hall, The Mayor's Office

1:00 - 2:00 PM	INSIDE CITY HALL INTERVIEW WITH ERROL LEWIS OF NY1 Location: City Hall, The Blue Room
2:00 - 3:00 PM	MEETING WITH JUAN FIGUEROA & FLONYC Location: City Hall, The Mayor's Office
3:00 - 4:00 PM	<div></div> <div></div> Location: <div></div>
4:00 - 5:00 PM	MEETING <div></div> <div></div> Location: City Hall, The Blue Room
5:00 - 5:30 PM	TRAVEL FROM CITY HALL TO 5TH AVENUE & 59TH STREET Travel Time: 30 Mins. Car: <div></div>
5:30 - 6:00 PM	MENORAH LIGHTING WITH RABBI SHMUEL BUTMAN Location: 5th Avenue, East corner of 59 th Street Staff Contact: Pinny Ringel Telephone: <div></div> Site Advance: Stefan Grybauskas Telephone: <div></div> Press Contact: Monica Klein Telephone: <div></div> Remarks: Prepared Press: Open
6:00 - 6:30 PM	TRAVEL FROM 59TH STREET TO 233 BROADWAY Travel Time: 30 Mins. Car: <div></div>
6:15 - 6:30 PM	<div></div> Location: <div></div>
6:30 - 7:00 PM	REMARKS AT EVENT FOR AM LUIS SEPULVEDA Location: Offices of Constantinople and Vallone, The Woolworth Building, 233 Broadway Site Advance: Gabriel Schnake-Mahl Telephone: <div></div>
7:00 - 7:45 PM	TRAVEL FROM 233 BROADWAY TO 3371 EASTCHESTER ROAD, BRONX Travel Time: 45 Mins. Car: <div></div>

7:45 - 8:15 PM ATTEND HOLIDAY RECEPTION WITH SPEAKER HEASTIE
Location: Eastwood Manor, 3371 Eastchester Road, Bronx
Site Advance: Javon Coney
Telephone: [REDACTED]

8:15 - 8:45 PM TRAVEL FROM THE BRONX TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

8:45 - 9:15 PM [REDACTED]
Location: [REDACTED]

9:15 - 9:30 PM TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 15 Mins.
Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

10:00AM – Speaker Viverito “Donald Trump” 60 people

11:00AM– Parents for Excellent Schools “Public Education” 40 people

12:00PM – C/M Cornegy “Preferential Rent” 50 people

FLONYC SCHEDULE

8:30 - 9:30 AM [REDACTED]

10:00 - 1:00 PM [REDACTED]

2:00 - 3:00 PM MEETING WITH JUAN FIGUEROA & MBDB

3:00 - 3:30 PM MEETING WITH EUNICE KO

4:00 - 5:00 PM [REDACTED]

5:00 - 6:00 PM CHILDREN HOLIDAY PARTY AT GRACIE MANSION

7:30 - 8:30 PM [REDACTED]

8:45 - 9:15 PM [REDACTED]

From: [Fialkoff, Gabrielle](#)
To: [Fialkoff, Gabrielle](#)
Bcc: ["apinsky@abny.org"](#); [beffron@centerviewpartners.com](#); [bberke@kramerlevin.com](#); [bfialkoff@haskelljewels.com](#); [\[REDACTED\]](#); [\[REDACTED\]](#); [dweinraub@brownweinraub.com](#); [Dave Poletto \(DPoletto@parkstrategies.com\)](#); [fred@usv.com](#); [gray@blackstone.com](#); [\[REDACTED\]](#); [Gallucci, Stephen \(US - New York\) \(sgallucci@deloitte.com\)](#); ["hickes@ickesenright.com"](#); [james@blackstone.com](#); ["jbarowitz@durst.org"](#); ["jfdc@akpdmedia.com"](#); [jspeyer@tishmanspeyer.com](#); [jcalvelli@wcs.org](#); [John Banks \(JBanks@rebny.com\)](#); ["madams@tishmanspeyer.com"](#); [Janice Enright \(jenright@ickesenright.com\)](#); ["jonathan@berlinrosen.com"](#); [Kathy Wylde \(kwylde@pfny.com\)](#); ["karen.p.keogh@jpmchase.com"](#); ["kmccabe@ickesenright.com"](#); [Elizabeth Lowery \(\[REDACTED\] \)](#); [patricof@greycroftpartners.com](#); ["nbaldick@hilltoppublicsolutions.com"](#); [pmaadonia@rockfound.org](#); [P. RAGONE](#); [John, Roxanne](#); [rspeyer@tishmanspeyer.com](#); [saltzman@robinhood.org](#); ["skasirer@kasirerconsulting.com"](#); [Steve Aiello](#); [sunshine@sunshinesachs.com](#); [Schlosstein, Ralph \(Schlosstein@Evercore.com\)](#); [Terry J Lundgren \(Terry.Lundgren@macys.com\)](#); ["wrudin@rudin.com"](#); [Davidoff, Sid \(SD@dhclegal.com\)](#)
Subject: ICYMI: BLOOMBERG: De Blasio Enlists New York City's Wealthy for His War on Income Inequality
Date: Wednesday, December 09, 2015 1:35:06 PM

In case you missed this story.

Best, Gabrielle

De Blasio Enlists New York City's Wealthy for His War on Income Inequality

BLOOMBERG - Henry Goldman

<http://www.bloomberg.com/politics/articles/2015-12-08/de-blasio-enlists-nyc-s-wealthy-for-his-war-on-income-inequality>

New York Mayor Bill de Blasio, who became a scourge of the wealthy with a vow to raise their taxes, has enlisted members of the financial elite to advance his agenda.

Venture capitalist Fred Wilson has offered \$5 million to get computer science in every city school, while Viacom Chief Executive Officer Philippe Dauman is pushing for more broadband Internet in the Bronx. Hedge-fund operators Paul Tudor Jones and William Ackman and Blackstone Group LP President Tony James are helping with affordable housing, mental health and youth employment.

De Blasio, 54, a Democrat who pledged to fight income inequality, has accused the rich of using their influence to block antipoverty efforts. Lately, that rhetoric has been mixed with paeans to public-private partnerships forged to attack homelessness, create jobs and improve schools and health.

"We may not agree on individual issues but we're all in the same ecosystem," said Morgan Stanley Chief Executive Officer James Gorman. He's co-chairman of the Partnership for New York City, a group that finds corporate partners for city programs, such as job experience for youth and investment in economic development.

For several corporate leaders, cooperation began last year when de Blasio sought their help in a failed effort to persuade the Democratic Party to choose New York City for the 2016 convention.

Selfish Interest

Wilson, co-founder of Union Square Ventures who helped finance Twitter Inc.'s creation, persuaded the de Blasio administration to embark on an \$81 million plan to train 5,000 teachers over 10 years. He put up \$5 million, matched by AOL's charitable foundation, with the city and more private sources paying the rest. Wilson said he approached city officials after reading that de Blasio said that boosting schools' ability to teach science, technology, electronics and math could solve the industry's labor shortage.

“I’m invested in 25 technology companies and none of them can find enough workers, so I have a selfish interest in solving this,” Wilson said. “Even if we just got 5 percent of the 65,000 kids who graduate each year, that would amount to 3,000 kids, as opposed to the 500 now enrolled in Advanced Placement computer science.”

Just last week, Unilever contributed about 80 percent of a \$5.3 million donation for a city public-health program providing 12 low-income neighborhoods with better access to fresh fruit and vegetables, recreation and exercise and health-care facilities.

“Our city’s business and philanthropic communities are critical collaborators in our work fighting against income inequality,” de Blasio said in an e-mailed statement. “With support of our private partners we are working to strengthen the economy, prepare our future workforce and make our city more equal and accessible.”

Jones, founder of asset manager Tudor Investment, has been trying to find a way for the Robin Hood Foundation, which he started 27 years ago to aid New York City’s poor, to help de Blasio realize his goal of creating 200,000 units of affordable housing. The foundation has also backed de Blasio’s computer-science initiative.

The foundation, built on the largesse of Wall Street and real-estate investors, last year contributed more than \$130 million to programs run by the city government and private nonprofits.

Wealth Concentrated

“We can bring everyone in the real-estate industry to the table and have a wonderful public-private partnership,” Jones said last summer after briefly encountering de Blasio at the East Hampton home of billionaire investor Ronald Perelman.

The encounter occurred just a month after de Blasio told CNN’s Carol Costello, “we have seen wealth concentrated in fewer and fewer hands and have a negative impact on how many people are unemployed and what kind of wages they have.”

The mayor has quieted the antagonism since then, said Robin Hood executive director David Saltzman.

“It took a little bit of time for the relationship to blossom but it has blossomed,” Saltzman said.

Criticism Faced

As the mayor’s relationship with some of the wealthiest investors and executives has improved, he’s faced criticism from neighborhood groups and past supporters.

His affordable-housing zoning plan, which would increase density to help finance construction of below-market units, has come under attack from advocates and community boards who say it would spur gentrification. Some accuse him of being too generous with developers who would benefit from tax abatements and subsidies.

De Blasio also has failed to convince some of the city’s wealthiest philanthropists. Kenneth Langone, the Home Depot Inc. co-founder and Republican donor who has served on the Robin Hood Foundation’s board, said he’s not interested in collaborating with de Blasio.

“I have no interest in being involved with politicians, because clearly they can’t get anything done,” said Langone, who gave \$200 million to NYU Medical Center and millions more to other

charities. “He’s got plenty of authority to do what it takes to fix the schools. When he does that, he’ll have a better chance of getting more cooperation and help.”

De Blasio’s outreach to investors and corporations is coordinated by an Office of Strategic Partnerships. Its director, Gabrielle Fialkoff, is a former jewelry-company president who was finance director for Hillary Clinton’s 2000 U.S. Senate campaign, which de Blasio managed.

Fialkoff enlisted Blackstone President Tony James and Deloitte’s New York managing partner Steve Gallucci, to participate in a coalition of 60 companies to raise \$5.4 million, some of which paid for an \$80 million program that helped connect 54,000 young people to jobs and internships. Her goal is for the city to create 100,000 such opportunities within five years.

“If the city is to remain the commercial center of the world, we need the private sector at the table,” she said. “They understand that we can offer them a return on their investment.”

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(ifdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Thursday, December 10, 2015
Date: Wednesday, December 09, 2015 6:48:22 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, December 10, 2015

WEATHER: Hi of 59 Low of 49, Partly Cloudy
ATTIRE: Business
NOTES: [REDACTED]

6:30 - 7:00 AM TRAVEL [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 AM [REDACTED]
Location: [REDACTED]

9:00 - 9:30 AM TRAVEL [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

9:00 - 9:30 AM NEWS WITH PETER

9:30 - 10:00 AM [REDACTED]
Location: [REDACTED]

10:00 - 10:30 AM PREP [REDACTED]
Location: City Hall, the Mayor's Office

10:30 - 11:30 AM MEETING WITH MUSLIM ORGANIZATIONS
Location: City Hall, The Blue Room
Site Advance: Elana Leopold
Telephone: [REDACTED]

11:30 - 1:00 PM MEETING WITH CHANCELLOR
Location: City Hall, The Blue Room

1:00 - 1:30 PM TRAVEL FROM CITY HALL TO INTREPID, PIER 86, WEST 46TH STREET & 12TH AVENUE
Travel Time: 30 Mins.

	Car:	[REDACTED]
1:00 - 1:30 PM	[REDACTED] CALL	[REDACTED]
1:30 - 2:30 PM	VETERANS AFFAIRS BILL SIGNING Location: Intrepid, Pier 86, West 46th Street & 12th Avenue Attendees: Commissioner Loree Sutton Staff Contact: Marti Adams Baker Telephone: [REDACTED] Site Advance: Stefan Grybauskas Telephone: [REDACTED]	
2:30 - 3:00 PM	TRAVEL FROM 46TH & 12TH AVENUE TO CITY HALL Travel Time: 30 Mins. Car: [REDACTED]	
2:45 - 3:00 PM	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	
3:00 - 4:00 PM	MEETING [REDACTED] Location: City Hall, The Blue Room	
4:00 - 5:00 PM	[REDACTED] MEETING WITH PC Location: City Hall, The Blue Room	
5:15 - 5:30 PM	TRAVEL FROM CITY HALL TO 125 BARCLAY STREET Travel Time: 15 Mins. Car: [REDACTED]	
5:30 - 6:00 PM	ATTEND THE DC 37 HOLIDAY PARTY WITH FLONYC Location: 125 Barclay Street Staff Contact: Gabriel Schnake-Mahl Telephone: [REDACTED] Site Advance: Stefan Grybauskas Telephone: [REDACTED]	
6:00 - 6:15 PM STREET	TRAVEL FROM 125 BARLCAY STREET TO 440 PARK AVENUE SOUTH AT 30TH Travel Time: 15 Mins. Car: [REDACTED]	
6:15 - 6:45 PM	ATTEND THE RWDSU HOLIDAY PARTY WITH FLONYC Location: CPK Restaurant, 440 Park Avenue South at 30th Street	

Staff Contact: Gabriel Schnake-Mahl
Telephone: [REDACTED]
Site Advance: Andrew Schustek
Telephone: [REDACTED]

6:45 - 7:15 PM TRAVEL FROM 440 PARK AVENUE SOUTH TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

6:45 - 7:00 PM [REDACTED]
Notes: [REDACTED]

7:15 - 7:30 PM REMARKS AT MAYOR KOCH REUNION
Location: Gracie Mansion
Staff Contact: Carla Matero
Telephone: [REDACTED]
Staff Contact: Jonathan Viguers and Catherine Almonte

7:30 - 9:00 PM [REDACTED]
Location: [REDACTED]

9:00 - 9:30 PM [REDACTED]
Notes: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

10:00am – C/M Williams “Construction Safety” 30 people

11:00am – GNY Lecet “Labor Union HPD Reform” 100 people

FLONYC SCHEDULE

8:00 - 11:45 AM [REDACTED]
11:45 - 12:00 PM [REDACTED]
12:00 - 2:00 PM LUNCH WITH ROSIE O'DONNELL
2:30 - 3:00 PM MEETING WITH JACKIE BRAY
3:00 - 4:00 PM [REDACTED]
4:30 - 5:00 PM [REDACTED]
5:30 - 6:00 PM ATTEND DC 37 HOLIDAY PARTY WITH MBDB
6:15 - 6:45 PM ATTEND RWDSU HOLIDAY PARTY WITH MBDB
7:15 - 7:30 PM ATTEND KOCH ADMINISTRATION REUNION WITH MBDB

7:30 - 9:00 PM [REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(ifdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Saturday, December 12, 2015
Date: Friday, December 11, 2015 7:34:20 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, December 12, 2015

WEATHER: Hi of 64 Low of 55, Partly Cloudy
ATTIRE: Business
Note: [REDACTED]

7:16 - 7:16 AM FYI - [REDACTED]

2:45 - 3:30 PM [REDACTED] CALL
Call in [REDACTED]
Code: [REDACTED]

3:30 - 6:30 PM JUDICIAL INTERVIEWS
Location: Gracie Mansion
Site Contact: Jonathan Viguers
Contact #: [REDACTED]

4:00 - 4:30 PM FYI - [REDACTED]
[REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No Scheduled Press Conferences

FLONYC SCHEDULE

7:15 - 7:15 AM [REDACTED]
8:00 - 2:00 PM WHITESPACE
2:30 - 3:30 PM [REDACTED] CALL
4:00 - 4:30 PM FYI: [REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(ifdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Sunday, December 13, 2015
Date: Friday, December 11, 2015 7:48:28 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, December 13, 2015

WEATHER: Hi of 66 Low of 56, Cloudy
ATTIRE: Business
Note: [REDACTED]

11:00 - 11:30 AM NEWS WITH MONICA

11:30 - 11:45 AM CALL WITH HERMINIA PALACIO

Notes: [REDACTED]

12:00 - 12:15 PM

[REDACTED]
Notes: [REDACTED]

12:30 - 1:30 PM

[REDACTED] CALL
[REDACTED]
Code: [REDACTED]

1:45 - 2:00 PM

[REDACTED]
Location: [REDACTED]

2:00 - 2:45 PM

MEETING [REDACTED]
Location: Gracie Mansion

3:00 - 4:30 PM

[REDACTED]
Location: [REDACTED]

5:00 - 6:00 PM

MEETING WITH CONGRESSMAN HAKEEM JEFFRIES
Location: Gracie Mansion

7:00 - 9:00 PM

[REDACTED]
Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No Scheduled Press Conferences

FLONYC SCHEDULE

7:00 - 9:00 PM



From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(ifdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Monday, December 14, 2015
Date: Friday, December 11, 2015 7:58:00 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, December 14, 2015

WEATHER: Hi of 63 Low of 57, Rain
ATTIRE: Business
Note: [REDACTED]

8:15 - 8:45 AM NEWS WITH MONICA

8:45 - 9:20 AM TRAVEL FROM GRACIE MANSION TO BK MARRIOTT
Travel Time: 35 Mins
Car: [REDACTED]

9:20 - 10:00 AM KEYNOTE SPEAKER AT THE NATIONAL IMMIGRANT INTEGRATION
CONFERENCE (NIIC)
Location: New York Marriott at Brooklyn Bridge
Site Advance: Javon Coney
Telephone: [REDACTED]

10:00 - 10:30 AM TRAVEL FROM BROOKLYN MARRIOTT TO 6 EAST 44TH STREET
Travel Time: 30 Mins.
Car: [REDACTED]

10:30 - 12:00 PM REMARKS AT THE AARP LIVABILITY INDEX EVENT (INCLUDING OFF-TOPIC)
Location: Cornell Club, 6 East 44th Street
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

12:00 - 12:30 PM TRAVEL FROM CORNELL CLUB TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

12:30 - 1:30 PM MEETING WITH RACHEL, TONY, AND TOM
Location: City Hall, The Mayor's Office

1:30 - 2:00 PM

[REDACTED]
Location: [REDACTED]

2:00 - 3:00 PM
Room

[REDACTED] MEETING Location: City Hall, The Governor's

3:00 - 4:00 PM

[REDACTED] BRIEFING - [REDACTED]
Location: City Hall, The Governor's Room

4:00 - 4:15 PM

[REDACTED]
Location: [REDACTED]

4:15 - 4:30 PM

[REDACTED]
Location: [REDACTED]

4:30 - 5:00 PM

[REDACTED]
[REDACTED]
Location: [REDACTED]

5:00 - 5:30 PM

TRAVEL FROM CITY HALL TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

5:30 - 6:00 PM

[REDACTED]

6:00 - 6:30 PM

TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

6:30 - 7:30 PM

MAYORS FUND HOLIDAY RECEPTION WITH FLONYC
Location: Gracie Mansion

7:30 - 8:00 PM

TRAVEL FROM GRACIE MANSION TO [REDACTED]

Travel Time: 30 Mins.
Car: [REDACTED]

8:00 - 8:30 PM

[REDACTED]

Location: [REDACTED]

[REDACTED]

8:30 - 9:00 PM

(T)TRAVEL FROM [REDACTED] 480 LEXINGTON AVENUE
Travel Time: 30 Mins.
Car: [REDACTED]

9:00 - 9:30 PM (T) ATTEND THE SUNSHINE SACHS HOLIDAY PARTY
Location: Vermilion, 480 Lexington Avenue

9:30 - 9:45 PM (T) TRAVEL FROM 480 LEXINGTON AVENUE TO GRACIE MANSION

Travel Time: 15 Mins.

Car:

CITY HALL STEPS PRESS CONFERENCES

10:00AM – NYC Council Progressive Caucus “Environment Protection Hearings” 40 people

11:00AM – C/M Rosenthal “Minority Women’s Business” 20 people

12:00PM– C/M Cumbo “Minority Women’s Business” 200 people

1:00PM – Islamic Leadership Counsel of N.Y. “Response to Donald Trump Comments on Immigration” 50 people

FLONYC SCHEDULE

9:15 - 11:00 AM

11:00 - 12:00 PM WOMEN'S MAGAZINE AND MOM'S BLOGGERS ROUNDTABLE (GRACIE MANSION)

12:00 - 12:45 PM

1:00 - 6:00 PM

6:10 - 7:30 PM MAYOR'S FUND HOLIDAY RECEPTION WITH MBDB (GRACIE MANSION)

8:00 - 8:30 PM

9:00 - 9:30 PM ATTEND THE SUNSHINE SACHS HOLIDAY PARTY WITH MBDB

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#)
Subject: UPDATED MINI SCHEDULE - Monday, December 14, 2015
Date: Sunday, December 13, 2015 8:55:39 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, December 14, 2015

WEATHER: Hi of 63 Low of 57, Light Rain/Fog
ATTIRE: Business
Note: [REDACTED]

8:45 - 9:20 AM TRAVEL FROM GRACIE MANSION TO BROOKLYN MARRIOTT
Travel Time: 35 Mins
Car: [REDACTED]

8:45 - 9:15 AM NEWS WITH MONICA

9:20 - 10:00 AM KEYNOTE SPEAKER AT THE NATIONAL IMMIGRANT INTEGRATION CONFERENCE (NIIC)

Location: New York Marriott at Brooklyn Bridge
Site Contact: Maibe Ponte
Telephone: [REDACTED]
Press Contact: Rosemary Boeglin
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

10:00 - 10:30 AM TRAVEL FROM BROOKLYN MARRIOTT TO 6 EAST 44TH STREET
Travel Time: 30 Mins.
Car: [REDACTED]

10:30 - 12:00 PM REMARKS AT THE AARP LIVABILITY INDEX EVENT (INCLUDING OFF-TOPIC)
Location: Cornell Club, 6 East 44th Street
Site Contact: Dan Gross
Telephone: [REDACTED]
Press Contact: Wiley Norvell
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

12:00 - 12:30 PM TRAVEL FROM CORNELL CLUB TO CITY HALL

Travel Time: 30 Mins.

Car: [REDACTED]

12:30 - 1:30 PM MEETING WITH RACHEL, TONY, AND TOM

Location: City Hall, The Mayor's Office

1:30 - 2:00 PM [REDACTED]

Location: [REDACTED]

2:00 - 3:00 PM [REDACTED]

MEETING

Location: City Hall, The Governor's Room

3:00 - 4:00 PM [REDACTED]

BRIEFING - [REDACTED]

Location: City Hall, The Governor's Room

4:00 - 4:15 PM [REDACTED]

Location: [REDACTED]

4:15 - 5:00 PM [REDACTED]

Location: [REDACTED]

5:00 - 5:30 PM

TRAVEL FROM CITY HALL TO [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

5:30 - 6:00 PM [REDACTED]

6:00 - 6:30 PM

TRAVEL FROM [REDACTED] TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

6:30 - 7:30 PM

MAYORS FUND HOLIDAY RECEPTION WITH FLONYC

Location: Gracie Mansion

Staff Contact: Veronica Lake

Telephone: [REDACTED]

7:30 - 8:00 PM

TRAVEL FROM GRACIE MANSION TO [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

8:00 - 8:30 PM [REDACTED]

Location: [REDACTED]

8:30 - 9:00 PM TRAVEL FROM [REDACTED] TO 480 LEXINGTON AVENUE
Travel Time: 30 Mins.
Car: [REDACTED]

9:00 - 9:30 PM ATTEND THE SUNSHINE SACHS HOLIDAY PARTY
Location: Vermilion, 480 Lexington Avenue

9:30 - 9:45 PM TRAVEL FROM 480 LEXINGTON AVENUE TO GRACIE MANSION
Travel Time: 15 Mins.
Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

10:00AM – NYC Council Progressive Caucus “Environment Protection Hearings” 40 people
11:00AM – C/M Rosenthal “Minority Women’s Business” 20 people
12:00PM– C/M Cumbo “Minority Women’s Business” 200 people
1:00PM – Islamic Leadership Counsel of N.Y. “Response to Donald Trump Comments on Immigration” 50 people

FLONYC SCHEDULE

10:15 - 11:00 AM [REDACTED]
11:00 - 12:00 PM WOMEN'S MAGAZINE AND MOM'S BLOGGERS ROUNDTABLE
12:30 - 1:00 PM MEETING WITH ROXANNE JOHN
1:00 - 6:00 PM [REDACTED]
6:10 - 7:30 PM MAYOR'S FUND HOLIDAY RECEPTION WITH MBDB
8:00 - 8:30 PM [REDACTED]

9:00 - 9:30 PM ATTEND THE SUNSHINE SACHS HOLIDAY PARTY WITH MBDB

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Tuesday, December 15, 2015
Date: Monday, December 14, 2015 7:05:54 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, December 15, 2015

WEATHER: Hi of 61 Low of 45, Sunny
ATTIRE: Business
Note: [REDACTED]

9:30 - 10:00 AM TRAVEL FROM GRACIE MANSION TO 130-30 28TH AVENUE, FLUSHING NY
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:00 AM NEWS WITH PETER

10:00 - 11:00 AM REMARKS AT THE POLICE ACADEMY RIBBON-CUTTING CEREMONY + SHORT
AVAIL

Location: 130-30 28th Avenue, Flushing NY
Site Contact: Gene Whyte
Telephone: [REDACTED]
Staff Contact: Marti Adams Baker
Telephone: [REDACTED]
Press Contact: Karen Hinton
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]
Podium: Yes
Remarks: Prepared
Press: Open

11:00 - 12:00 PM TRAVEL FROM 130-30 28TH AVENUE FLUSHING TO [REDACTED]
Travel Time: 1 Hr.
Car: [REDACTED]

11:30 - 12:00 PM NEWS CATCH-UP WITH PETER

12:00 - 1:00 PM [REDACTED]

Location: [REDACTED]

Elevator - Suite 6C

1:00 - 1:30 PM	TRAVEL FROM [REDACTED] TO CITY HALL Travel Time: 30 Mins. Car: [REDACTED]
1:30 - 2:00 PM	[REDACTED] Location: [REDACTED]
2:00 - 2:10 PM	10 MINUTE INTERVIEW WITH MELISSA RUSSO Location: City Hall, The Governor's Room Press Contact: Karen Hinton Telephone: [REDACTED]
2:15 - 2:25 PM	CALL WITH COUNCIL MEMBER DRUM
2:30 - 3:30 PM	[REDACTED] MEETING Location: City Hall, The Governor's Room
3:30 - 4:30 PM	[REDACTED] [REDACTED] Location: City Hall, The Governor's Room
4:30 - 5:00 PM	PREP [REDACTED] Location: City Hall, The Mayor's Office
5:00 - 6:00 PM	MEETING WITH MMV Location: City Hall, The Mayor's Office
6:00 - 6:05 PM	TRAVEL FROM CITY HALL TO 52 BROADWAY Travel Time: 5 Mins. Car: [REDACTED]
6:00 - 6:30 PM	[REDACTED] Location: [REDACTED]
6:05 - 6:20 PM	ATTEND THE UFT HOLIDAY PARTY WITH FLONYC Location: 52 Broadway Staff Contact: Gabriel Schnake-Mahl Telephone: [REDACTED] Site Advance: Javon Coney Telephone: [REDACTED] Press: Closed
6:20 - 6:45 PM	TRAVEL FROM 52 BROADWAY TO GRACIE MANSION Travel Time: 25 Mins.

Car: [REDACTED]

6:45 - 8:00 PM

CITY LEADERS HOLIDAY RECEPTION

Location: Gracie Mansion

Staff Contact: Carla Matero

Telephone: [REDACTED]

Podium: Yes

Remarks: Prepared

Press: Closed

CITY HALL STEPS PRESS CONFERENCES

12:00PM – Council Member Cumbo “Kick off of Gun Violence” 15 people

1:00PM– Council Member Drum “Incarceration Women’s on Riker’s Island” 100 people

2:00PM– Council Member Williams “Gun Violence Research” 10 people

3:00PM – Citizens Defending Libraries “Legislation” 50 people

FLONYC SCHEDULE

8:00 - 11:30 AM [REDACTED]

11:30 - 11:45 AM [REDACTED]

11:45 - 12:00 PM PHONE INTERVIEW WITH RACHEL KAADZI GHANSAH, NY TIMES ON

MENTAL HEALTH

12:00 - 12:45 PM LUNCH// [REDACTED] TOUCHBASE W/ ROXANNE JOHN

1:00 - 4:00 PM [REDACTED]

4:30 - 5:30 PM MEETING WITH NYS SENATOR DANIEL SQUADRON

5:30 - 6:10 PM [REDACTED]

6:05 - 6:20 PM ATTEND THE UFT HOLIDAY PARTY WITH MBDB

6:45 - 8:00 PM ATTEND CITY LEADERS HOLIDAY RECEPTION WITH MBDB

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(ifdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Wednesday, December 16, 2015
Date: Tuesday, December 15, 2015 8:06:33 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, December 16, 2015

WEATHER: Hi of 51 Low of 47, Mostly Sunny
ATTIRE: Business

8:30 - 9:00 AM TRAVEL FROM GRACIE MANSION TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

8:30 - 9:00 AM NEWS WITH PETER

9:00 - 10:00 AM [REDACTED]
Location: [REDACTED]

10:00 - 10:30 AM [REDACTED]
Notes: [REDACTED]

10:30 - 11:15 AM [REDACTED]
Location: [REDACTED]

11:15 - 11:30 AM CALL WITH SECRETARY CASTRO
Location: YOU call [REDACTED] - [REDACTED]
[REDACTED]

11:30 - 12:30 PM [REDACTED]
Location: [REDACTED]

12:30 - 1:30 PM [REDACTED] MEETING
Location: City Hall, The Governor's Room

1:30 - 2:30 PM [REDACTED]
Location: [REDACTED]

2:30 - 4:00 PM [REDACTED] PREP
Location: City Hall, The Mayor's Office

██████████

City Hall, The Mayor's Office

TRAVEL FROM CITY HALL TO GRACIE MANSION

Travel Time: 30 Mins.

DETAIL HOLIDAY PARTY

Location: Gracie Mansion

Staff Contact: Carla Matero

████████████████████

Setup: Cocktail reception with speaking program from stage

Podium: Yes

Remarks: Prepared

Press: Closed

11/11/2016

██████████

11

██████████

████████████████████

██████████

CITY HALL STEPS PRESS CONFERENCES

10:00 PM Council Member Cumbo "Gun Violence" 200 people

11:00 PM Council Member Miller "Displaced Worker Bills" 50 people

12:00 PM Council Member Cabrera "SCRIE Legislation" 50 people

2:00PM Build Up NY "Brooklyn Heights Development" 50 people

FLONYC SCHEDULE

[REDACTED]

DIGITAL INFLUENCERS ROUNDTABLE

██████████

CALL WITH FIRST LADY ROSALYNN CARTER

4:40 - 5:00 PM

ATTEND AMALGAMATED BANK TOWN HALL HOLIDAY MEETING

5:45 - 6:30 PM

ACCEPT AWARD AT HUMAN SERVICES COUNCIL OF NEW YORK LEADERSHIP

AWARD RECEPTION

6:50 - 7:30 PM

ATTEND DETAIL HOLIDAY PARTY WITH MBDB

7:30 - 9:00 PM



From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(ifdc@akpdmmedia.com\)](#)
Subject: MINI SCHEDULE - Thursday, December 17, 2015
Date: Wednesday, December 16, 2015 6:59:28 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, December 17, 2015

WEATHER: Hi of 58 Low of 51, Rain
ATTIRE: Business
Note: [REDACTED]

7:50 - 8:10 AM TRAVEL FROM GRACIE MANSION TO GRAND HYATT, EMPIRE BALLROOM,
109 E. 42ND STREET AT PARK AVENUE

Travel Time: 20 Mins

Car: [REDACTED]

Press: Closed

8:15 - 10:00 AM REMARKS AT ABNY BREAKFAST

Location: Grand Hyatt, Empire Ballroom, 109 E. 42nd Street at Park
Avenue

Staff Contact: Andrea Hagelgans

Telephone: [REDACTED]

Press Contact: Karen Hinton

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

10:00 - 10:30 AM TRAVEL FROM 42ND STREET TO CITY HALL

Travel Time: 30 Mins.

Car: [REDACTED]

10:00 - 10:30 AM NEWS WITH PETER

10:30 - 11:30 AM [REDACTED]

Location: [REDACTED]

11:30 - 12:00 PM

PREP [REDACTED]

Location: City Hall, The Mayor's Office

12:00 - 1:00 PM [REDACTED]

Location: City Hall, The Mayor's Office

1:00 - 2:00 PM	[REDACTED] Location: [REDACTED]
2:00 - 3:00 PM	MEETING [REDACTED] Location: City Hall, The Mayor's Office
3:00 - 4:30 PM	[REDACTED] Location: [REDACTED]
4:30 - 5:30 PM	[REDACTED] BRIEFING Location: City Hall, The Mayor's Office
5:30 - 6:30 PM	[REDACTED] BRIEFING Location: City Hall, The Governor's Room
6:40 - 6:45 PM	TRAVEL ON FOOT TO MANHATTAN PROPER
Church Street)	Location: Manhattan Proper, 6 Murray Street (btw Broadway and Walking: [REDACTED]
6:45 - 7:30 PM	PRESS CORPS HOLIDAY RECEPTION
Church Street)	Location: Manhattan Proper, 6 Murray Street (btw Broadway and Staff Contact: Carla Matero Telephone: [REDACTED] Remarks: prepared Press: Closed
7:30 - 8:00 PM	TRAVEL TO GRACIE MANSION Travel Time: 30 Mins. Car: [REDACTED]
8:00 - 9:00 PM	MEETING WITH MAYOR WILLIAM PEDUTO Location: Gracie Mansion
9:00 - 9:30 PM	[REDACTED]
9:30 - 10:00 PM	[REDACTED] Notes: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
11am – Council Member Levine “Toxic Toys” 25 people

FLONYC SCHEDULE

8:15 - 10:00 AM	ATTEND MBDB REMARKS AT ABNY BREAKFAST
10:30 - 11:00 AM	VIDEO RECORDING: MENTAL HEALTH HOLIDAY MESSAGE TO NEW YORKERS
11:00 - 11:30 AM	[REDACTED] MEETING WITH EUNICE KO
11:30 - 2:30 PM	[REDACTED]
3:00 - 4:00 PM	COMMISSION ON GENDER EQUITY MEETING
4:00 - 4:45 PM	[REDACTED]
4:55 - 5:30 PM	ACCEPT "PERSON OF THE YEAR" AWARD BY NYC HEALTH + HOSPITALS
BOARD OF DIRECTORS	
5:45 - 6:40 PM	[REDACTED]
6:45 - 7:30 PM	ATTEND CITY HALL PRESS CORPS HOLIDAY RECEPTION WITH MBDB

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [\[REDACTED\]](#); [John Del Cecato \(ifdc@akpdmmedia.com\)](#)
Subject: MINI SCHEDULE - Friday, December 18, 2015
Date: Thursday, December 17, 2015 7:37:14 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, December 18, 2015

WEATHER: Hi of 50 Low of 34, AM Clouds / PM Sun
ATTIRE: Business
Note: [REDACTED]

7:15 - 7:30 AM TRAVEL FROM GRACIE MANSION TO WPIX, 220 E 42ND STREET, NYC
Travel Time: 15 Mins
Car: [REDACTED]

7:30 - 8:00 AM LIVE IN-STUDIO INTERVIEW ON WPIX MORNING NEWS WITH SUKHANYA KRISHNA ON [REDACTED]

Location: 220 E 42nd Street, NYC
Site Contact: Veronica Rosario
Telephone: [REDACTED] (Cell)
Press Contact: Wiley Norvell
Telephone: [REDACTED]
Notes: [REDACTED]
[REDACTED]

8:00 - 8:30 AM TRAVEL FROM 220 E 42ND STREET TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

8:30 - 9:00 AM NEWS WITH MONICA

9:00 - 9:30 AM [REDACTED]

Location: [REDACTED]

9:45 - 10:15 AM

MEETING WITH KAREN HINTON

Location: City Hall, The Mayor's Office

10:30 - 11:00 AM

PREP [REDACTED]

Location: City Hall, The Mayor's Office

11:00 - 11:10 AM

TAPED RADIO INTERVIEW WITH RITA COSBY/ABC RADIO [REDACTED]

[REDACTED]

Notes: [REDACTED]
Staff Contact: Karen Hinton
Telephone: [REDACTED]

11:15 - 11:45 AM LIVE CALL IN-INTERVIEW ON THE BRIAN LEHRER SHOW [REDACTED]
[REDACTED]

Notes: [REDACTED]
Staff Contact: Karen Hinton
Telephone: [REDACTED]

11:50 - 12:00 PM LIVE RADIO INTERVIEW ON THE JOHN GAMBLING SHOW [REDACTED]
[REDACTED]

Notes: [REDACTED]
[REDACTED]

Staff Contact: Karen Hinton
Telephone: [REDACTED]

12:45 - 1:00 PM TRAVEL FROM CITY HALL TO [REDACTED]
Travel Time: 15 Mins.
Car: [REDACTED]

1:00 - 2:15 PM [REDACTED]
Location: [REDACTED]

2:15 - 2:30 PM TRAVEL [REDACTED]
Travel Time: 15 Mins.
Car: [REDACTED]

2:45 - 3:00 PM CALL WITH VALARIE JARRETT
Notes: [REDACTED]

3:00 - 3:30 PM CALL WITH FRITZ SCHWART
Notes: [REDACTED]

3:30 - 4:30 PM [REDACTED] BRIEFING
Location: City Hall, The Mayor's Office

4:30 - 5:30 PM [REDACTED]
Location: [REDACTED]

5:30 - 6:30 PM [REDACTED]
Location: City Hall, The Governor's Room

6:30 - 7:00 PM TRAVEL FROM CITY HALL TO 811 7TH AVENUE AND 53RD STREET

Travel Time: 30 Mins.

Car:

Note:

7:00 - 8:00 PM

ATTEND THE 1199 HOLIDAY PARTY WITH FLONYC

Location: Sheraton NY, 811 7th Avenue and 53rd Street

Staff Contact: Gabriel Schnake-Mahl

Telephone:

Advance Contact: Andrew Schustek

Telephone:

Remarks: Prepared

Press: Closed

8:00 - 8:30 PM

12:00 AM

Location:

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

11:00 - 11:20 AM

CALL WITH GEORGE KELLING

11:30 - 12:30 PM

STAFF MEETING

1:00 - 2:30 PM

STAFF HOLIDAY PARTY LUNCHEON

2:30 - 3:30 PM

3:30 - 4:15 PM

MEETING WITH DM RICHARD BUERY

4:30 - 6:00 PM

7:00 - 8:00 PM

ATTEND 1199SEIU HOLIDAY PARTY WITH MBDB

From: [John Del Cecato](#)
To: [B](#)
Cc: [Geri Prado](#); [Hayley Prim](#); [Arslanian, Kayla](#); [Snyder, Thomas](#)
Subject: Re: Mayor Bill Peduto - Pittsburgh
Date: Thursday, December 17, 2015 10:39:48 PM

[REDACTED]

> On Dec 17, 2015, at 9:33 PM, B <BCCD@cityhall.nyc.gov> wrote:

>

>

> Just signed onto TPA online.

[REDACTED]

>

>

From: [John Del Cecato](#)
To: [Gunaratna, Mahen](#)
Subject: Re: HOLLYWOOD LIFE: Bill De Blasio: Donald Trump Could Be President <EDon't Count Him Out'
Date: Friday, December 18, 2015 4:56:04 PM

thanks

From: "Gunaratna, Mahen" <MGunaratna@cityhall.nyc.gov>
Date: Friday, December 18, 2015 at 4:22 PM
To: John Del Cecato <jfdc@akpdmedia.com>
Subject: Fwd: HOLLYWOOD LIFE: Bill De Blasio: Donald Trump Could Be President — 'Don't Count Him Out'

Sent from my iPhone

Begin forwarded message:

From: Clips <Clips@cityhall.nyc.gov>
Date: December 18, 2015 at 4:21:03 PM EST
Subject: HOLLYWOOD LIFE: Bill De Blasio: Donald Trump Could Be President — 'Don't Count Him Out'

Bill De Blasio: Donald Trump Could Be President — 'Don't Count Him Out'

HOLLYWOOD LIFE - Chloe Melas

<http://hollywoodlife.com/2015/12/18/mayor-bill-de-blasio-donald-trump-president-nyc-interview/>

HollywoodLife.com caught up with NYC Mayor Bill de Blasio on Dec. 18 and we had to ask him what he thought about Donald Trump leading in the polls despite his offensive comments about banning Muslims but the Mayor of New York said he's not surprised. He also told us that he wouldn't be surprised in the least if Donald ends up being the Republican nominee!

One person who doesn't think Donald Trump is losing steam is Mayor Bill de Blasio. The Mayor of NYC spoke with HollywoodLife.com about the former Celebrity Apprentice star who is constantly making headlines for his outrageous remarks on things like gun control and homeland security and said for those who think Donald will eventually fall by the wayside in the presidential race should think again.

Even though the election is more than one year away, Mayor Bill de Blasio thinks this is only the beginning for Donald and believes there's a significant chance he could become the 45th President of the United States. "Yes," he told us when we asked if he thought Donald might become president. "Don't count

him out. I really do [think he could become president].”

We also asked if he had a chance to watch the fifth presidential debate and he said he “didn’t watch the debate” because unfortunately he has been so busy that he didn’t have the time.

But that’s okay because we definitely watched and it was full of the candidates bashing Trump and vice versa. First Jeb Bush attacked Donald and said he’d be a “chaos” president. “Donald is great at the one-liners. But he’s a chaos candidate and he’d be a chaos president. He would not be the commander in chief we need to keep our country safe.”

Donald made sure not to go down without a fight, “Jeb doesn’t really believe I’m unhinged he said that very simply because he has failed in this campaign. It’s been a total disaster, nobody cares... frankly I’m the most solid person up here. All I want to do is make America great again. I don’t want our country to be taken away from us and that’s what’s happening. The polices that we’ve suffered under other presidents has been a disaster for our country and Jeb in all fairness doesn’t believe that.”

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#); [Geri Prado](#) ([REDACTED])
Subject: MINI SCHEDULE - Saturday, December 19, 2015
Date: Friday, December 18, 2015 6:35:24 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, December 19, 2015

WEATHER: Hi of 44 Low of 32, Partly Cloudy (NYC)
Hi of 41 Low of 28, Partly Cloudy (BOS)
ATTIRE: Casual

10:00 - 10:30 AM NEWS WITH PETER

ALL DAY

Location:

CITY HALL STEPS PRESS CONFERENCES
No Scheduled Press Conference

FLONYC SCHEDULE
No schedule

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#); [Geri Prado](#) ([REDACTED])
Subject: MINI SCHEDULE - Sunday, December 20, 2015
Date: Friday, December 18, 2015 6:48:09 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, December 20, 2015

WEATHER: Hi of 45 Low of 38, Sunny
ATTIRE: Business
Note: [REDACTED]

9:30 - 10:00 AM DEPART FOR AIRPORT

Location: [REDACTED]

Car: [REDACTED]

10:00 - 10:30 AM

Flight: [REDACTED]

10:30 - 11:00 AM

Flight: [REDACTED]

11:46 - 11:46 AM

12:00 - 1:00 PM TRAVEL FROM JFK TO 84 PRECINCT STATION HOUSE, 301 GOLD STREET,
BROOKLYN

Travel Time: 1 Hr.

Car: [REDACTED]

12:30 - 1:00 PM

NEWS WITH MONICA

1:00 - 2:30 PM PLAQUE DEDICATION CEREMONY FOR DETECTIVE RAFAEL RAMOS AND
DETECTIVE WENJIAN LIU

Location: 84th Precinct Station House, 301 Gold St.,
Brooklyn

Staff Contact: Jerika Richardson

Telephone: [REDACTED]

Press Contact: Monica Klein

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

2:30 – 2:45 PM
AVE

TRAVEL FROM 84th PRECINCT STATION HOUSE TO MYRTLE AND TOMPKINS

Travel Time: 15 Mins.

Car: [REDACTED]

2:45 - 3:30 PM

WREATH LAYING CEREMONY IN HONOR OF RAFAEL RAMOS AND
DETECTIVE WENJIAN LIU

Location: MYRTLE AND TOMPKINS AVES., BROOKLYN

Staff Contact: Jerika Richardson

Telephone: [REDACTED]

Press Contact: Monica Klein

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

3:30 - 4:30 PM

TRAVEL TO GRACIE MANSION

Travel Time: 1 Hr.

Car: [REDACTED]

4:30 - 5:30 PM

[REDACTED] CALL

Call in #: [REDACTED]

Code: [REDACTED]

7:00 - 9:00 PM

[REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

4:30 - 5:30 PM

[REDACTED] CALL

7:00 - 9:00 PM

[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#)
[\[REDACTED\]](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Monday, December 21, 2015
Date: Friday, December 18, 2015 6:55:23 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, December 21, 2015

WEATHER: Hi of 55 Low of 50, Mostly Cloudy
ATTIRE: Business
Note: [\[REDACTED\]](#).

9:00 - 9:30 AM PREP [\[REDACTED\]](#)

Location: Gracie Mansion
Staff Contact: Jon Paul Lupo
Telephone: [\[REDACTED\]](#)

9:30 - 11:00 AM BREAKFAST WITH MMV AND COUNCIL MEMBERS

Location: Gracie Mansion
Staff Contact: Jon Paul Lupo
Telephone: [\[REDACTED\]](#)

11:00 - 11:30 AM TRAVEL FROM GRACIE MANSION TO CITY HALL

Travel Time: 30 Mins.
Car: [\[REDACTED\]](#)

11:00 - 11:30 AM NEWS WITH MONICA

11:30 - 12:00 PM MEETING WITH DM GLEN
Location: City Hall, The Mayor's
Office

12:00 - 12:30 PM [\[REDACTED\]](#)
Location: [\[REDACTED\]](#)

12:30 - 1:00 PM PREP [\[REDACTED\]](#)
Location: City Hall, The Mayor's
Office

1:00 - 2:00 PM MEDIA ROUNDTABLE (END OF 2 YEARS)
Location: City Hall, The Governor's Room

MEETING

Location: City Hall, The Governor's

MEETING WITH DEAN
Location: City Hall, The Mayor's Office

Location: City Hall, The Governor's Room

JUDICIAL INTERVIEWS
Location: City Hall, The Mayor's

Location: [REDACTED]

TRAVEL [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

[REDACTED] [REDACTED]
 [REDACTED]
 [REDACTED] [REDACTED]

Location: [REDACTED]

Location: [REDACTED]

1:00PM – New Yorkers for a Vaccine “Free 2015/2016” 40 people

10:45 - 11:00 AM [REDACTED]

PHONE INTERVIEW WITH VANESSA DE LUCA, EDITOR-IN-CHIEF OF ESSENCE

THRIVENYC LUNCH "THANK YOU" LUNCHEON (GRACIE MANSION)

MAYOR'S FUND CALL TIME (GRACIE MANSION)

7:30 - 9:30 PM



From: [John Del Cecato](#)
To: [Salazar-Rodriguez, Prisca](#); [REDACTED]; [Snyder, Thomas](#)
Subject: Re: MBDB: TPA Call
Date: Monday, December 21, 2015 2:06:20 PM

Works for me

From: "Salazar-Rodriguez, Prisca" <PSalazar-Rodriguez@cityhall.nyc.gov>
Date: Monday, December 21, 2015 at 2:05 PM
To: "[REDACTED]" <[REDACTED]>, "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>, John Del Cecato <jfdc@akpdmedia.com>
Subject: RE: MBDB: TPA Call

Does this time work for you guys? Or does 630pm work better?
Or another day?

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

From: Salazar-Rodriguez, Prisca
Sent: Thursday, December 17, 2015 5:35 AM
To: Salazar-Rodriguez, Prisca; [REDACTED]; Snyder, Thomas; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan; Caquias, Paula; John Del Cecato
Subject: MBDB: TPA Call
When: Monday, December 21, 2015 7:00 PM-7:30 PM (UTC-05:00) Eastern Time (US & Canada).
Where: [REDACTED] Code: [REDACTED]

From: [Salazar-Rodriguez, Prisca](#)
To: ["John Del Cecato"; \[REDACTED\]](#) [Snyder, Thomas](#)
Subject: RE: MBDB: TPA Call
Date: Monday, December 21, 2015 2:20:19 PM

Great. Geri?

From: John Del Cecato [mailto:jfdc@akpdmedia.com]
Sent: Monday, December 21, 2015 2:06 PM
To: Salazar-Rodriguez, Prisca; [REDACTED]; Snyder, Thomas
Subject: Re: MBDB: TPA Call

Works for me

From: "Salazar-Rodriguez, Prisca" <PSalazar-Rodriguez@cityhall.nyc.gov>
Date: Monday, December 21, 2015 at 2:05 PM
To: "[REDACTED]", "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>, John Del Cecato <jfdc@akpdmedia.com>
Subject: RE: MBDB: TPA Call

Does this time work for you guys? Or does 630pm work better?
Or another day?

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

From: Salazar-Rodriguez, Prisca
Sent: Thursday, December 17, 2015 5:35 AM
To: Salazar-Rodriguez, Prisca; [REDACTED]; Snyder, Thomas; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan; Caquias, Paula; John Del Cecato
Subject: MBDB: TPA Call
When: Monday, December 21, 2015 7:00 PM-7:30 PM (UTC-05:00) Eastern Time (US & Canada).
Where: Call in# [REDACTED] Code: [REDACTED]

From: [Salazar-Rodriguez, Prisca](#)
To: ["Geri Prado"](#)
Cc: [Snyder, Thomas](#); [Arslanian, Kayla](#); [Almonte, Catherine](#); [Viguers, Jonathan](#); [Caquias, Paula](#); [John Del Cecato](#)
Subject: RE: MBDB: TPA Call
Date: Monday, December 21, 2015 5:59:43 PM

Moved to Wednesday

From: Geri Prado [mailto:]
Sent: Monday, December 21, 2015 5:27 PM
To: Salazar-Rodriguez, Prisca
Cc: Snyder, Thomas; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan; Caquias, Paula; John Del Cecato
Subject: Re: MBDB: TPA Call

Moved from tonight or additional?

On Dec 21, 2015, at 2:45 PM, Salazar-Rodriguez, Prisca <PSalazar-Rodriguez@cityhall.nyc.gov> wrote:

<mime-attachment.ics>

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [\[REDACTED\]](#); [John Del Cecato \(jfdc@akpdmedia.com\)](mailto:John.Del.Cecato@akpdmedia.com)
Subject: MINI SCHEDULE - Tuesday, December 21, 2015
Date: Monday, December 21, 2015 7:26:21 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, December 22, 2015

WEATHER: Hi of 62 Low of 52, Rain
ATTIRE: Business
Note: [REDACTED]

8:30 - 9:00 AM TRAVEL FROM GRACIE MANSION TO 1ST AVENUE

Travel Time: 30 mins

Car: [REDACTED]

9:00 - 10:00 AM [REDACTED]

Location: [REDACTED]

10:00 - 10:30 AM

TRAVEL FROM 1ST AVENUE TO CITY HALL

Travel Time: 30 mins.

Car: [REDACTED]

10:00 - 10:30 AM

NEWS WITH ROSEMARY

10:30 - 11:30 AM

[REDACTED] MEETING WITH THE CHANCELLOR

Location: City Hall, The Governor's Room

11:30 - 12:30 PM

MEETING WITH RACHEL, TOM, AND TONY

Location: City Hall, The Mayor's Office

12:30 - 1:00 PM

[REDACTED] MEETING

Location: City Hall, The Governor's Room

1:00 - 1:30 PM

PREP [REDACTED]

Location: City Hall, The Mayor's Office

1:30 - 2:30 PM

MEETING WITH DA KEN THOMPSON

Location: City Hall, The Mayor's Office

2:30 - 3:00 PM

CALL WITH SECRETARY PEREZ

Location: The Secretary will call YOUR cell

2:30 - 3:00 PM

TRAVEL FROM CITY HALL TO GRACIE MANSION

Travel Time: 30 Mins.

Car:

3:00 - 3:30 PM

PREP

Location: Gracie Mansion

3:30 - 4:00 PM

AARP TELETOWN HALL

Location: Gracie Mansion

Attendees: Vicki Been, Commissioner HBD

Staff Contact: Rick Fromberg

Telephone:

Remarks: Prepared

Press: Open, press will be listening in ONLY

4:00 - 4:30 PM

Location:

4:30 - 5:30 PM

WPIX CHRISTMAS SPECIAL WITH MARVIN SCOTT & FLONYC

Location: Gracie Mansion

Press Contact: Wiley Norvell

Telephone:

Setup: 15-minute, recorded TV sit-down with Marvin Scott, YOU

and FLONYC

Followed by a 10-minute tour of 1st floor, new artwork (just

CMC)

Press: Open

6:00 - 7:30 PM

DINNER WITH PHIL WALZAK

Location: Gracie Mansion

7:45 - 8:00 PM

PREP

Location: Gracie Mansion

8:00 - 9:00 PM

MEETING WITH PETER WARD

Location: Gracie Mansion

CITY HALL STEPS PRESS CONFERENCES

No Scheduled press conferences

FLONYC SCHEDULE

7:10 - 8:00 AM

LIVE INTERVIEW WITH GREG KELLY AND ROSANNA SCOTTO, WNYW FOX 5

GOOD DAY NY

8:30 - 10:30 AM



10:30 - 11:30 AM

MEETING



12:30 - 1:30 PM



2:10 - 2:30 PM

MEETING WITH ERIN

2:30 - 2:50 PM

MEETING WITH RYAN

2:50 - 3:10 PM

MEETING WITH MASHA

3:10 - 3:30 PM

MEETING WITH ANDREW

3:30 - 4:30 PM



4:30 - 5:30 PM

WPIX CHRISTMAS SPECIAL WITH MARVIN SCOTT & MBDB

From: [John Del Cecato](#)
To: [Hinton, Karen](#)
Cc: [Walzak, Phil](#); [Hagelgans, Andrea](#)
Subject: Re: Progressive Agenda website
Date: Tuesday, December 22, 2015 10:53:24 AM

[REDACTED]

On Dec 22, 2015, at 10:40 AM, Hinton, Karen <KHinton@cityhall.nyc.gov> wrote:

[REDACTED]

From: Brendan Cheney [<mailto:bcheney@politico.com>]
Sent: Tuesday, December 22, 2015 10:39 AM
To: Hinton, Karen
Subject: Progressive Agenda website

Hi Karen,

I've noticed that the Progressive Agenda website has been taken down and I'm planning to report on it. Do you want to comment? I've also emailed Rebecca Katz for comment. Thanks!

Brendan

Brendan Cheney
Reporter, POLITICO States
bcheney@politico.com
@brendancheney
646-779-4793 (w)
646-627-6262 (c)

From: [Gunaratna, Mahen](#)
To: [Phillips, Eric Falk](#); ["John Del Cecato"](#); geri@progressiveagenda.us
Subject: SiX
Date: Tuesday, December 22, 2015 12:47:17 PM



[SiX @stateinnovation](#) 2m2 minutes ago

SiX Retweeted Steven Greenhouse

NYC and [@deBlasioNYC](#) about to take a big step to [#LeadOnLeave](#)

SiX added,

Steven Greenhouse [@greenhousenyt](#)

Mayor de Blasio announces 6 weeks of paid parental leave for NYC's non-union workers.
(Unions to negotiate about it) wnyc.org/story/exclusiv ...

--
Mahen Gunaratna

Director of Research and Media Analysis

Mayor's Press Office | City Hall

mgunaratna@cityhall.nyc.gov

(212) 676-3154 (o) | (347)-268-4295 (c)

From: [Gunaratna, Mahen](#)
To: ["John Del Cecato"](#)
Subject: FW: THE ATLANTIC: Why America Is Moving Left
Date: Tuesday, December 22, 2015 3:21:29 PM

From: Ramsawak, Victoria
Sent: Tuesday, December 22, 2015 3:20 PM
To: Gunaratna, Mahen
Subject: THE ATLANTIC: Why America Is Moving Left

Why America Is Moving Left

THE ATLANTIC - Peter Beinart

<http://www.theatlantic.com/magazine/archive/2016/01/why-america-is-moving-left/419112/>

Over roughly the past 18 months, the following events have transfixed the nation.

In July 2014, Eric Garner, an African American man reportedly selling loose cigarettes illegally, was choked to death by a New York City policeman.

That August, a white police officer, Darren Wilson, shot and killed an African American teenager, Michael Brown, in Ferguson, Missouri. For close to two weeks, protesters battled police clad in military gear. Missouri's governor said the city looked like a war zone.

In December, an African American man with a criminal record avenged Garner's and Brown's deaths by murdering two New York City police officers. At the officers' funerals, hundreds of police turned their backs on New York's liberal mayor, Bill de Blasio.

In April 2015 another young African American man, Freddie Gray, died in police custody, in Baltimore. In the chaos that followed, 200 businesses were destroyed, 113 police officers were injured, and 486 people were arrested. To avoid further violence, a game between the Baltimore Orioles and the Chicago White Sox was postponed twice, then played in an empty stadium with police sirens audible in the distance.

Then, in July, activists with Black Lives Matter, a movement that had gained national attention after Brown's death, disrupted speeches by two Democratic presidential candidates in Phoenix, Arizona. As former Maryland Governor Martin O'Malley fidgeted onstage, protesters chanted, "If I die in police custody, avenge my death! By any means necessary!" and "If I die in police custody, burn everything down!" When O'Malley responded, "Black lives matter, white lives matter, all lives matter," the crowd booed loudly. Later that day, O'Malley apologized. Donald Trump, who had ascended to first place in the race for the Republican presidential nomination while promising to represent the "silent majority," called O'Malley "a disgusting little weak, pathetic baby."

Anyone familiar with American history can hear the echoes. The phrase by any means necessary was popularized by Malcolm X in a June 1964 speech in Upper Manhattan. In the wake of Martin Luther King Jr.'s assassination in April 1968, Baltimore burned, as many cities did amid the racial violence that broke out every spring and summer from 1964 to 1969. In November 1969, in a speech from the Oval Office, Richard Nixon uttered the phrase

silent majority. It soon became shorthand for those white Americans who, shaken by crime and appalled by radicalism, turned against the Democratic Party in the '60s and '70s. For Americans with an ear for historical parallels, the return of that era's phrases and images suggests that a powerful conservative backlash is headed our way.

At least, that was my thesis when I set out to write this essay. I came of age in the '80s and '90s, when the backlash against '60s liberalism still struck terror into Democratic hearts. I watched as Ronald Reagan moved the country hard to the right, and as Bill Clinton made his peace with this new political reality by assuring white America that his party would fight crime mercilessly. Seeing this year's Democratic candidates crumple before Black Lives Matter and shed Clinton's ideological caution as they stampeded to the left, I imagined the country must be preparing for a vast conservative reaction.

But I was wrong. The more I examined the evidence, the more I realized that the current moment looks like a mirror image of the late '60s and early '70s. The resemblances are clear, but their political significance has been turned upside down. There is a backlash against the liberalism of the Obama era. But it is louder than it is strong. Instead of turning right, the country as a whole is still moving to the left.

That doesn't mean the Republicans won't retain strength in the nation's statehouses and in Congress. It doesn't mean a Republican won't sooner or later claim the White House. It means that on domestic policy—foreign policy is following a different trajectory, as it often does—the terms of the national debate will continue tilting to the left. The next Democratic president will be more liberal than Barack Obama. The next Republican president will be more liberal than George W. Bush.

In the late '60s and '70s, amid left-wing militancy and racial strife, a liberal era ended. Today, amid left-wing militancy and racial strife, a liberal era is only just beginning.

Understanding why requires understanding why the Democratic Party—and more important, the country at large—is becoming more liberal.

The story of the Democratic Party's journey leftward has two chapters. The first is about the presidency of George W. Bush. Before Bush, unapologetic liberalism was not the Democratic Party's dominant creed. The party had a strong centrist wing, anchored in Congress by white southerners such as Tennessee Senator Al Gore, who had supported much of Ronald Reagan's defense buildup, and Georgia Senator Sam Nunn, who had stymied Bill Clinton's push for gays in the military. For intellectual guidance, centrist Democrats looked to the Democratic Leadership Council, which opposed raising the minimum wage; to *The New Republic* (a magazine I edited in the early 2000s), which attacked affirmative action and *Roe v. Wade*; and to the *Washington Monthly*, which proposed means-testing Social Security.

Centrist Democrats believed that Reagan, for all his faults, had gotten some big things right. The Soviet Union had been evil. Taxes had been too high. Excessive regulation had squelched economic growth. The courts had been too permissive of crime. Until Democrats acknowledged these things, the centrists believed, they would neither win the presidency nor deserve to. In the late 1980s and the 1990s, an influential community of Democratic-aligned politicians, strategists, journalists, and wonks believed that critiquing liberalism from the right was morally and politically necessary.

George W. Bush wiped this community out. Partly, he did so by rooting the GOP more firmly in the South—Reagan’s political base had been in the West—aiding the slow-motion extinction of white southern Democrats that had begun when the party embraced civil rights. But Bush also destroyed centrist Democrats intellectually, by making it impossible for them to credibly critique liberalism from the right.

In the late 1980s and the 1990s, centrist Democrats had argued that Reagan’s decisions to cut the top income-tax rate from 70 percent to 50 percent and to loosen government regulation had spurred economic growth. When Bush cut the top rate to 35 percent in 2001 and further weakened regulation, however, inequality and the deficit grew, but the economy barely did—and then the financial system crashed. In the late ’80s and the ’90s, centrist Democrats had also argued that Reagan’s decision to boost defense spending and aid the Afghan mujahideen had helped topple the Soviet empire. But in 2003, when Bush invaded Iraq, he sparked the greatest foreign-policy catastrophe since Vietnam.

If the lesson of the Reagan era had been that Democrats should give a Republican president his due, the lesson of the Bush era was that doing so brought disaster. In the Senate, Bush’s 2001 tax cut passed with 12 Democratic votes; the Iraq War was authorized with 29. As the calamitous consequences of these votes became clear, the revolt against them destroyed the Democratic Party’s centrist wing. “What I want to know,” declared an obscure Vermont governor named Howard Dean in February 2003, “is why in the world the Democratic Party leadership is supporting the president’s unilateral attack on Iraq. What I want to know is, why are Democratic Party leaders supporting tax cuts?” By year’s end, Dean—running for president against a host of Washington Democrats who had supported the war—was the clear front-runner for his party’s nomination.

With the Dean campaign came an intellectual revolution inside the Democratic Party. His insurgency helped propel Daily Kos, a group blog dedicated to stiffening the liberal spine. It energized the progressive activist group MoveOn. It also coincided with Paul Krugman’s emergence as America’s most influential liberal columnist and Jon Stewart’s emergence as America’s most influential liberal television personality. In 2003, MSNBC hired Keith Olbermann and soon became a passionately liberal network. In 2004, The New Republic apologized for having supported the Iraq War. In 2005, The Huffington Post was born as a liberal alternative to the Drudge Report. In 2006, Joe Lieberman, the Democratic Party’s most outspoken hawk, lost his Democratic Senate primary and became an Independent. In 2011, the Democratic Leadership Council—having lost its influence years earlier—closed its doors.

By the time Barack Obama defeated Hillary Clinton for the Democratic presidential nomination in 2008, in part because of her support for the Iraq War, the mood inside the party had fundamentally changed. Whereas the party’s most respected thinkers had once urged Democrats to critique liberal orthodoxy, they now criticized Democrats for not defending that orthodoxy fiercely enough. The presidency of George W. Bush had made Democrats unapologetically liberal, and the presidency of Barack Obama was the most tangible result.

But that’s only half the story. Because if George W. Bush’s failures pushed the Democratic Party to the left, Barack Obama’s have pushed it even further. If Bush was responsible for the liberal infrastructure that helped elect Obama, Obama has now inadvertently contributed to the creation of two movements—Occupy and Black Lives Matter—dedicated to the proposition that even the liberalism he espouses is not left-wing enough.

Given the militant opposition Obama faced from Republicans in Congress, it's unclear whether he could have used the financial crisis to dramatically curtail Wall Street's power. What is clear is that he did not. Thus, less than three years after the election of a president who had inspired them like no other, young activists looked around at a country whose people were still suffering, and whose financial titans were still dominant. In response, they created Occupy Wall Street.

When academics from the City University of New York went to Zuccotti Park to study the people who had taken it over, they found something striking: 40 percent of the Occupy activists had worked on the 2008 presidential campaign, mostly for Obama. Many of them had hoped that, as president, he would bring fundamental change. Now the collapse of that hope had led them to challenge Wall Street directly. "Disenchantment with Obama was a driver of the Occupy movement for many of the young people who participated," noted the CUNY researchers. In his book on the movement, *Occupy Nation*, the Columbia University sociologist Todd Gitlin quotes Jeremy Varon, a close observer of Occupy who teaches at the New School for Social Research, as saying, "This is the Obama generation declaring their independence from his administration. We thought his voice was ours. Now we know we have to speak for ourselves."

For a brief period, Occupy captured the nation's attention. In December 2011, Gitlin notes, the movement had 143 chapters in California alone. Then it fizzled. But as the political scientist Frances Fox Piven has written, "The great protest movements of history ... did not expand in the shape of a simple rising arc of popular defiance. Rather, they began in a particular place, sputtered and subsided, only to re-emerge elsewhere in perhaps a different form, influenced by local particularities of circumstance and culture."

That's what happened to Occupy. The movement may have burned out, but it injected economic inequality into the American political debate. (In the weeks following the takeover of Zuccotti Park, media references to the subject rose fivefold.) The same anger that sparked Occupy—directed not merely at Wall Street but at the Democratic Party elites who coddled it—fueled Bill de Blasio's election and Elizabeth Warren's rise to national prominence. And without Occupy, it's impossible to understand why a curmudgeonly Democratic Socialist from Vermont is seriously challenging Hillary Clinton in the early primary states. The day Bernie Sanders announced his candidacy, a group of Occupy veterans offered their endorsement. In the words of one former Occupy activist, Stan Williams, "People who are involved in Occupy are leading the biggest group for Bernie Sanders. Our fingers are all over this."

Arguably more significant than the Sanders campaign itself is the way Democratic elites have responded to it. In the late 1980s and the '90s, they would have savaged him. For the Democratic Leadership Council, which sought to make the party more business-friendly, an avowed Socialist would have been the perfect foil. Today, in a Democratic Party whose guiding ethos is "no enemies to the left," Sanders has met with little ideological resistance. That's true not only among intellectuals and activists but among many donors. Journalists often assume that Democrats who write big checks oppose a progressive agenda, at least when it comes to economics. And some do. But as John Judis has reported in *National Journal*, the Democracy Alliance, the party's most influential donor club, which includes mega-funders such as George Soros and Tom Steyer, has itself shifted leftward during the Obama years. In 2014, it gave Warren a rapturous welcome when she spoke at the group's

annual winter meeting. Last spring it announced that it was making economic inequality its top priority.

All of this has shaped the Clinton campaign's response to Sanders. At the first Democratic debate, she noted that, unlike him, she favors "rein[ing] in the excesses of capitalism" rather than abandoning it altogether. But the only specific policy difference she highlighted was gun control, on which she attacked him from the left.

Moreover, the Occupy-Warren-Sanders axis has influenced Clinton's own economic agenda, which is significantly further left than the one she ran on in 2008. She has called for tougher regulation of the financial industry, mused about raising Social Security taxes on the wealthy (something she opposed in 2008), and criticized the Trans-Pacific Partnership (a trade agreement she once gushed about). Overall, Vox's Matthew Yglesias has written, Clinton appears "less inclined to favor a market-oriented approach than a left-wing approach, a real change from the past quarter century of Democratic Party economic policymaking." Her "move to the left," notes Kira Lerner of ThinkProgress, "distances her policies from those of her husband and Obama."

The same dynamic is playing out on criminal justice and race. Disillusioned by Obama, activists are pushing left. And they're finding that Clinton and the rest of the party Establishment are happy to go along.

If Occupy is one of Obama's unplanned legacies, Black Lives Matter is another. The movement, which began when a jury acquitted George Zimmerman of the murder of Trayvon Martin in 2013 and exploded in 2014 after the death of Michael Brown, has multiple roots. It's a response to a decades-long rise in incarceration rates and to a spate of police killings, some caught on video.

But it's also an expression of disillusion with Obama. State violence against African Americans is nothing new. Yet the fact that it continued when an African American was ostensibly running the state convinced young African American activists that Establishment liberals, even black ones, would not, of their own accord, bring structural change. Only direct action could force their hand.

"Black Lives Matter developed in the wake of the failure of the Obama administration," argues the Cornell sociologist Travis Gosa, a co-editor of *The Hip Hop & Obama Reader*. "Black Lives Matter is the voice of a Millennial generation that's been sold a bad bill of goods." This new generation of activists, writes Brittney Cooper, a Rutgers University professor of Africana studies and women's-and-gender studies, "will not invest in a nation-state project that hands them black presidents alongside dead unarmed black boys in the street." And they take a dim view of veteran activists, such as Al Sharpton, who defend Obama. "The most faith they have, hubristic though it may turn out to be," Cooper argues, "is in themselves to be agents of change."

Had Black Lives Matter existed when Bill Clinton was seeking the presidency, he probably would have run against the group. In January 1992, less than three weeks before the Iowa caucuses, Clinton flew back to Arkansas to oversee the execution of Ricky Ray Rector, an African American man so mentally deficient at the time of his execution that he didn't even realize the people he had shot were dead. Then, in June 1992, in the aftermath of the Los Angeles riots, Clinton plucked a rapper named Sister Souljah out of relative obscurity and

publicly lambasted her for reportedly saying, in response to a question about African American rioters who attacked whites, “If black people kill black people every day, why not have a week and kill white people?” Eager to emphasize his centrist credentials, Clinton found African American militancy an invaluable foil.

Today, by contrast, the Democratic Establishment has responded to Black Lives Matter much as it responded to Occupy: with applause. In July, at the Netroots Nation conference in Phoenix, Black Lives Matter activists repeatedly interrupted and heckled Sanders and his fellow candidate Martin O’Malley. At one point, an activist came onto the stage and declared that the event was occurring on “indigenous land” whose border “was drawn by white-supremacist manifest destiny.” For roughly 15 minutes, O’Malley stood in silence as the activists onstage gave speeches.

Afterward, liberal pundits mostly criticized O’Malley and Sanders for not expressing more sympathy for the people who had disrupted their events. “Both candidates fumbled,” argued *The Nation*. “Frankly,” *MoveOn* announced, “all Democratic presidential candidates need to do better.”

The candidates themselves agreed. Later that day, O’Malley publicly apologized for having said that “all lives matter,” which activists said minimized the singularity of state violence against African Americans. He soon unveiled an ambitious plan to reduce police brutality and incarceration rates, as well as a constitutional amendment protecting the right to vote. Sanders apologized too. He hired an African American press secretary sympathetic to Black Lives Matter, added a “racial justice” section to his Web site, joined members of the Congressional Black Caucus in introducing legislation to ban private prisons, and began publicly citing the names of African Americans killed by police. Hillary Clinton, having already vowed to “end the era of mass incarceration” that her husband and other Democrats helped launch in the 1990s, has now met with Black Lives Matter activists twice. Bill Clinton has said he regrets his own role in expanding the incarceration state. And the Democratic National Committee passed a resolution supporting Black Lives Matter—which the movement itself quickly disavowed.

During presidential primaries, candidates often pander to their party’s base. So what’s most remarkable isn’t Hillary Clinton’s move to the left, or the Democratic Party’s. It’s the American public’s willingness to go along.

Take Black Lives Matter. In the 1960s, African American riots and the Black Power movement sparked a furious white backlash. In April 1965, note Thomas and Mary Edsall in their book *Chain Reaction*, 28 percent of nonsouthern whites thought President Lyndon B. Johnson was pushing civil rights “too fast.” By September 1966, after riots in Los Angeles, Chicago, and Cleveland, and the Student Nonviolent Coordinating Committee’s turn from racial integration toward Black Power, that figure had reached 52 percent.

This time, however, the opposite is happening. In July 2014, the Pew Research Center reported that 46 percent of Americans agreed with the statement “Our country needs to continue making changes to give blacks equal rights with whites.” By July 2015, after the riots in Ferguson and Baltimore and the rise of Black Lives Matter, that figure had risen to 59 percent. From the summer of 2013 to the summer of 2015, according to Gallup, the percentage of Americans who declared themselves “satisfied with the way blacks are treated in U.S. society” dropped from 62 percent to 49 percent. In 2015, public confidence in the

police hit a 22-year low.

Much of this shift is being driven by a changing mood among whites. Between January and April alone, according to a YouGov poll, the percentage of whites who called deaths like those of Michael Brown and Freddie Gray “isolated incident[s]” dropped 20 points. There’s even been movement within the GOP. From 2014 to 2015, the percentage of Republicans saying America needs to make changes to give blacks an equal chance rose 15 points—more than the percentage increase among Democrats or Independents.

That’s not to say Ferguson, Baltimore, and Black Lives Matter have sparked no backlash at all. Donald Trump has called “the way they [Black Lives Matter] are being catered to by the Democrats” a “disgrace.” Ted Cruz has accused the movement of inciting the murder of police, a theme also promoted on Fox News.

Still, even as some Republican politicians attack Black Lives Matter, others are working with Democrats to promote an agenda of police and prison reform. Last year, then-Speaker of the House John Boehner declared, “We’ve got a lot of people in prison that frankly, in my view, really don’t need to be there.” In October, a group of conservative Republican senators—Chuck Grassley, John Cornyn, Mike Lee, and Lindsey Graham—joined Democrats in introducing legislation to reduce mandatory minimum sentences for nonviolent drug crimes, roll back harsh “three strikes and you’re out” sentencing laws, end solitary confinement for juveniles, and allow teenagers to have their criminal records expunged.

Even among the Republicans running for president, the policy agenda is moving away from the punitive approach both parties once embraced. Mike Huckabee, Rand Paul, Chris Christie, John Kasich, and Ted Cruz have all condemned the excessive imprisonment of nonviolent drug offenders.

Most interesting—because he is the Republican candidate with the keenest sense of how to appeal to the general electorate—has been the approach of Senator Marco Rubio. In August, a Fox News anchor asked him about Black Lives Matter. Instead of condemning the movement, Rubio told the story of an African American friend of his whom police had stopped eight or nine times over the previous 18 months even though he had never broken the law. “This is a problem our nation has to confront,” Rubio declared. Then he talked about young African Americans who get arrested for nonviolent offenses and pushed into plea deals by overworked public defenders. The government, he said, must “look for ways to divert people” from going to jail “so that you don’t get people stigmatized early in life.”

Conservative Republicans didn’t talk this way in the ’90s. They didn’t talk this way even in the early Obama years. The fact that Rubio does so now is more evidence that today, unlike in the mid-’60s, the debate about race and justice isn’t moving to the right. It’s moving further left.

What’s different this time? One difference is that in the 1960s and ’70s, crime exploded, fueling a politics of fear and vengeance. Over the past two decades, by contrast, crime has plummeted. And despite some hyperbolic headlines, there’s no clear evidence that it’s rising significantly again. As The Washington Post’s Max Ehrenfreund noted in September after reviewing the data so far for 2015, “While the number of homicides has increased in many big cities, the increases are moderate, not more than they were a few years ago. Meanwhile, crime has declined in other cities. Overall, most cities are still far safer than they were two

decades ago.”

And it’s not just crime where the Democratic Party’s move leftward is being met with acceptance rather than rejection. Take LGBT rights: A decade ago, it was considered suicidal for a Democratic politician to openly support gay marriage. Now that debate is largely over, and liberals are pushing for antidiscrimination laws that cover transgender people, a group many Americans weren’t even aware of until Caitlyn Jenner made headlines. At first glance, this might seem like too much change, too fast. Marriage equality, after all, gives gays and lesbians access to a fundamentally conservative institution. The transgender-rights movement poses a far more radical question: Should people get to define their own gender, irrespective of biology?

Yet the nation’s answer, by large margins, seems to be yes. When the Williams Institute at the UCLA School of Law examined polls, it found that between two-thirds and three-quarters of Americans now support barring discrimination against transgender people. It also found a dramatic rise in recent years in the percentage of Americans who consider anti-transgender discrimination a “major problem.” According to Andrew Flores, who conducted the study, a person’s attitude toward gays and lesbians largely predicts their attitude toward transgender people. Most Americans, in other words, having decided that discriminating against lesbians and gay men was wrong, have simply extended that view to transgender people via what Flores describes as a “mechanism of attitude generalization.”

That is why, in the 2016 presidential race, Republicans have shown little interest in opposing transgender rights. In July, the Pentagon announced that transgender people will be able to serve openly in the military. One Republican presidential candidate, Mike Huckabee, denounced the move. Another, Jeb Bush, appeared to support it. The remaining contenders largely avoided the issue.

There has been little public backlash on economics, either. President Obama has intervened more extensively in the economy than any other president in close to half a century. In his first year, he pushed through the largest economic stimulus in American history—larger in inflation-adjusted terms than Franklin Roosevelt’s famed Works Progress Administration. In his second year, he muscled universal health care through Congress, something progressives had been dreaming about since Theodore Roosevelt ran as a Bull Moose. That same year, he signed a law re-regulating Wall Street. He’s also spent roughly \$20 billion bailing out the auto industry, increased fuel-efficiency standards for cars and trucks, toughened emissions standards for coal-fired power plants, authorized the Environmental Protection Agency to regulate the production of carbon dioxide, expanded the Food and Drug Administration’s ability to regulate the sale of tobacco products, doubled the amount of fruits and vegetables required in school lunches, designated 2 million acres as wilderness, and protected more than 1,000 miles of rivers.

This intervention has sparked an angry response on the Republican right, but not among Americans as a whole. In polling, Americans typically say they favor smaller government in general while supporting many specific government programs. When Bill Clinton took office in 1993, Americans said they favored “a smaller government providing fewer services” over “a bigger government providing more services” by 37 percentage points. When Obama took power in 2009, the margin was a mere eight points. And despite the president’s many economic interventions, the most recent time Pew asked that question, in September 2014, the margin was exactly the same.

On health care, the story is similar: no public backlash. When Obama signed the Affordable Care Act in March 2010, most polls showed Americans opposing it by about eight to 10 points. Today, the margin is almost identical. Little has changed on taxes, either, even though Obama allowed some of the tax cuts passed under George W. Bush to expire. The percentage of Americans who say they pay more than their fair share in taxes is about the same as it was in the spring of 2010 (Pew does not have data for 2009), and lower than it was during the Clinton years.

It's true that Americans have grown more conservative on some issues over the past few years. Support for gun control has dropped in the Obama era, even as the president and other Democrats have pursued it more aggressively. Republicans also enjoy a renewed advantage on combatting international terrorism, an issue whose salience has grown with the rise of the Islamic State. Still, in an era when government has grown more intrusive, African American activists have grown more confrontational, and long-standing assumptions about sexual orientation and gender identity have been toppled, most Americans are not yelling "stop," as they began doing in the mid-1960s. The biggest reason: We're not dealing with the same group of Americans.

On issue after issue, it is the young who are most pleased with the liberal policy shifts of the Obama era, and most eager for more. In 2014, Pew found that Americans under 30 were twice as likely as Americans 65 and older to say the police do a "poor" job of "treating racial, ethnic groups equally" and more than twice as likely to say the grand jury in Ferguson was wrong not to charge Darren Wilson in Michael Brown's death. According to YouGov, more than one in three Americans 65 and older think being transgender is morally wrong. Among Americans under 30, the ratio is less than one in five. Millennials—Americans roughly 18 to 34 years old—are 21 percentage points less likely than those 65 and older to say that immigrants "burden" the United States and 25 points more likely to say they "strengthen" the country. Millennials are also 17 points more likely to have a favorable view of Muslims. It is largely because of them that the percentage of Americans who want government to "promote traditional values" is now lower than at any other time since Gallup began asking the question in 1993, and that the percentage calling themselves "socially liberal" now equals the percentage calling themselves "socially conservative" for the first time since Gallup began asking that question in 1999.

Millennials are also sustaining support for bigger government. The young may not have a high opinion of the institutions that represent them, but they nonetheless want those institutions to do more. According to a July Wall Street Journal/ABC poll, Americans over 35 were four points more likely to say the government is doing too much than to say it is doing too little. Millennials, meanwhile, by a margin of 23 points, think it's doing too little. In 2011, Pew found that while the oldest Americans supported repealing health-care reform by 29 percentage points, Millennials favored expanding it by 17 points. They were also 25 points more likely than those 65 and older to approve of Occupy Wall Street and 36 points more favorable toward socialism, which they actually preferred to capitalism, 49 percent to 46 percent. As the Pew report put it, "Millennials, at least so far, hold 'baked in' support for a more activist government."

This is even true among Republican Millennials. The press often depicts American politics as a battle pitting ever more liberal Democrats against ever more conservative Republicans. Among the young, however, that's inaccurate. Young Democrats may be more liberal than

their elders, but so are young Republicans. According to Pew, a clear majority of young Republicans say immigrants strengthen America, half say corporate profits are too high, and almost half say stricter environmental laws are worth the cost—answers that sharply distinguish them from older members of the GOP. Young Republicans are more likely to favor legalizing marijuana than the oldest Democrats, and almost as likely to support gay marriage. Asked how they categorize themselves ideologically, more than two-thirds of Republican Millennials call themselves either “liberal” or “mixed,” while fewer than one-third call themselves “conservative.” Among the oldest Republicans, that breakdown is almost exactly reversed.

In the face of such data, conservatives may wish to reassure themselves that Millennials will move right as they age. But a 2007 study in the *American Sociological Review* notes that the data “contradict commonly held assumptions that aging leads to conservatism.” The older Americans who are today more conservative than Millennials were more conservative in their youth, too. In 1984 and 1988, young voters backed Ronald Reagan and George H. W. Bush by large margins. Millennials are not liberal primarily because they are young. They are liberal because their formative political experiences were the Iraq War and the Great Recession, and because they make up the most secular, most racially diverse, least nationalistic generation in American history. And none of that is likely to change.

One can question how much this matters. America is not governed by public-opinion polls, after all. Congressional redistricting, felon disenfranchisement, and the obliteration of campaign-finance laws all help insulate politicians from the views of ordinary people, and generally empower the right. But despite these structural disadvantages, Obama has enacted a more consequential progressive agenda than either of his two Democratic predecessors did. And there is reason to believe that regardless of who wins the presidency in 2016, she or he will be more progressive than the previous president of her or his own party.

According to Microsoft’s betting market, Predictwise, Democrats have close to a 60 percent chance of holding the White House in 2016. That’s not because Hillary Clinton, whom the Democrats will likely nominate, is an exceptionally strong candidate. It’s because the Republicans may nominate an exceptionally weak one. According to Predictwise, in early November Marco Rubio—widely considered the GOP’s strongest general-election candidate—had a 45 percent chance of winning his party’s nomination. But according to Predictwise, there was also a 37 percent chance that Donald Trump, Ben Carson, or Ted Cruz would win the nomination. And if any of them did, Clinton’s election would be all but assured.

If Clinton does win, it’s likely that on domestic policy, she will govern to Obama’s left. (On foreign policy, where there is no powerful left-wing activist movement like Occupy or Black Lives Matter, the political dynamics are very different.) Clinton’s campaign proposals already signal a leftward shift. And people close to her campaign suggest that among her top agenda items would be paid family leave, debt-free college tuition, and universal preschool.

This agenda flows naturally from Clinton’s long interest in the welfare of children and families. But it’s also the product of a Democratic Party that leans further left than it did in 1993 or 2009. If elected, Clinton will have to work with a Senate that contains two nationally prominent Democrats, Elizabeth Warren and Bernie Sanders, both of whom are extremely popular with liberal activists.

Already, Obama has felt liberals’ wrath. In 2013, Lawrence Summers withdrew his name

from consideration to be the chairman of the Federal Reserve after Senate liberals protested his nomination. In 2015, Obama was forced to pull Antonio Weiss's nomination to be Treasury's undersecretary for domestic finance after Warren attacked his Wall Street ties. Clinton will face this reality from her first day in office. And she will face it knowing that because she cannot inspire liberals rhetorically as Obama can, they will be less likely to forgive her heresies on policy. Like Lyndon B. Johnson after John F. Kennedy, she will have to deliver in substance what she cannot deliver in style.

Just as Clinton would govern to Obama's left, it's likely that any Republican capable of winning the presidency in 2016 would govern to the left of George W. Bush. In the first place, winning at all would require a different coalition. When Bush won the presidency in 2000, very few Millennials could vote. In 2016, by contrast, they will constitute roughly one-third of those who turn out. In 2000, African Americans, Hispanics, and Asians constituted 20 percent of voters. In 2016, they will constitute more than 30 percent. Whit Ayres, a political consultant for the Rubio campaign, calculates that even if the 2016 Republican nominee wins 60 percent of the white vote (more than any GOP nominee in the past four decades except Reagan, in 1984, has won), he or she will still need almost 30 percent of the minority vote. Mitt Romney got 17 percent.

This need to win the votes of Millennials and minorities, who lean left not just on cultural issues but on economic ones, will shape how any conceivable Republican president campaigns in the general election, and governs once in office. It could tempt a President Rubio to push for immigration reform that, while beginning with toughened enforcement, lays out a path to legalization, and eventually citizenship—something he still supports, despite the fury of his party's base. (So does Speaker of the House Paul Ryan.)

If America's demographics have changed since the Bush presidency, so has the climate among conservative intellectuals. There is now an influential community of "reformocons"—in some ways comparable to the New Democratic thinkers of the 1980s—who believe Republicans have focused too much on cutting taxes for the wealthy and not enough on addressing the economic anxieties of the middle and working classes.

The candidate closest to the reformocons is Rubio, who cites several of them by name in his recent book. He says that partially privatizing Social Security, which Bush ran on in 2000 and 2004, is an idea whose "time has passed." And unlike Bush, and both subsequent Republican presidential nominees, Rubio is not proposing a major cut in the top income-tax rate. Instead, the centerpiece of his economic plan is an expanded child tax credit, which would be available even to Americans who are so poor that they don't pay income taxes.

Although liberals praised his plan for "upend[ing] the last half century of conservative thinking on taxes," as *The New Republic* put it, Rubio included new cuts on taxes of capital gains, dividends, interest, and inherited estates, which overwhelmingly benefit the rich. But despite this, it's likely that were he elected, Rubio wouldn't push through as large, or as regressive, a tax cut as Bush did in 2001 and 2003. Partly, that's because a younger and more ethnically diverse electorate is less tolerant of such policies. Partly, it's because Rubio's administration would likely contain a reformocon faction more interested in cutting taxes for the middle class than for the rich. And partly, it's because the legacy of the Bush tax cuts themselves would make them harder to replicate.

A key figure in passing the Bush tax cuts was Federal Reserve Chairman Alan Greenspan,

who in 2001 warned that unless Washington lowered tax rates, surpluses might grow too large, thus producing a dangerous “accumulation of private assets by the federal government.” Greenspan’s argument gave the Bush administration crucial intellectual cover. But the idea now looks laughable. And it’s hard to imagine the current Federal Reserve chair, Janet Yellen, endorsing large upper-income tax cuts in 2017.

The Bush tax cuts also passed because a powerful minority of Democrats supported them. But the kind of centrist, Chamber of Commerce–friendly Democrats who helped Bush pass his tax plan in 2001—including Max Baucus, John Breaux, Mary Landrieu, Zell Miller, Max Cleland, Tim Johnson, Blanche Lambert Lincoln—barely exist anymore. The Democrats’ shift left over the past decade and a half means that a President Rubio would encounter more militant opposition than Bush did in 2001. That militant opposition, along with a changed electorate and the reformocon faction, doesn’t mean Rubio wouldn’t cut taxes. He likely would. But he would face greater pressure than Bush did to keep the cuts from too blatantly benefiting the rich.

As president, Rubio could gut the regulations imposed by Obama’s Environmental Protection Agency. His big donors would certainly push him to, even though doing so would hurt him among younger voters. But he’d be unlikely to repeal health-care reform. The plan Rubio has proposed would strip millions of Americans of their insurance. In other words, it would commit the same sins that Rubio and other Republicans attribute to the Affordable Care Act. Republicans, notes Vox’s editor in chief, Ezra Klein, “have spent the past four years attacking Obamacare for its tough trade-offs and unpopular decisions, but the moment they begin pushing a serious alternative, they’ll suddenly have to deal with Democrats doing the same to them.” Which makes it unlikely Rubio would pick that fight early in his first term.

Would Rubio be a more conservative president than Obama? Of course. An era of liberal dominance doesn’t mean that the ideological differences between Democrats and Republicans disappear. It means that on the ideological playing field, the 50-yard line shifts further left. It means the next Republican president won’t be able to return the nation to the pre-Obama era.

That’s what happened when Dwight Eisenhower followed Franklin D. Roosevelt and Harry Truman. Ike moderated the growth in government expansion that had begun in the 1930s, but he didn’t return American politics to the 1920s, when the GOP opposed any federal welfare state at all. He in essence ratified the New Deal. It’s also what happened when Bill Clinton followed Ronald Reagan and George H. W. Bush. By passing punitive anticrime laws, repealing restrictions on banks, signing NAFTA, cutting government spending to balance the budget, reforming welfare, and declaring that the “era of big government is over,” Clinton acknowledged that even a Democratic president could not revive the full-throated liberalism of the 1960s and ’70s. He ratified Reaganism.

Barack Obama sought the presidency hoping to be the Democrats’ Reagan: a president who changed America’s ideological trajectory. And he has changed it. He has pushed the political agenda as dramatically to the left as Reagan pushed it to the right, and, as under Reagan, the public has acquiesced more than it has rebelled. Reagan’s final victory came when Democrats adapted to the new political world he had made, and there is reason to believe that the next Republican president will find it necessary to make similar concessions to political reality.

This political cycle, too, will ultimately run its course. A sustained rise in crime could breed

fissures between African American activists and young whites or even Latinos. Slower economic growth and a rising budget deficit could turn the public against government in a way that Obama's policies have not—and force Democrats to again emphasize the creation of wealth more than its distribution. How this era of liberal dominance will end is anyone's guess. But it will likely endure for some time to come.

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#)
[\[REDACTED\]](#); [John Del Cecato \(ifdc@akpdmedia.com\)](mailto:John.Del.Cecato@ifdc@akpdmedia.com)
Subject: MINI SCHEDULE - Wednesday, December 23, 2015
Date: Tuesday, December 22, 2015 6:54:27 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, December 23, 2015

WEATHER: Hi of 61 Low of 60, Rain
ATTIRE: Business
Note: [REDACTED]

6:30 - 7:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:13 - 7:22 AM INTERVIEW ON CBS 800 RADIO [REDACTED]
[REDACTED]
Call-In: Jonathan Clark [REDACTED]
Backup: [REDACTED]
Notes: Hosts - Michael Wallace & Debbie Rodriguez
Staff Contact: Karen Hinton
Telephone: [REDACTED]

7:27 - 7:35 AM INTERVIEW ON 1010 WINS [REDACTED]
[REDACTED]
Call-In: Jim Mahoney, editor, [REDACTED]
Notes: Interviewer -Brigitte Quinn
Staff Contact: Karen Hinton
Telephone: [REDACTED]

7:35 - 8:35 AM [REDACTED]
Location: [REDACTED]

9:00 - 9:30 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

9:00 - 9:30 AM NEWS WITH PETER

9:30 - 10:30 AM [REDACTED]
Location: [REDACTED]

10:30 - 11:00 AM	PREP [REDACTED] Location: City Hall, The Mayor's Office
11:00 - 11:30 AM	BILL HEARING ON INT. 65-A, INT. 128 AND INT. 609 Location: City Hall, The Governor's Room Staff Contact: Jon Paul Lupo Telephone: [REDACTED] Press Contact: Natalie Grybauskas Telephone: [REDACTED]
11:30 - 12:00 PM	[REDACTED] MEETING Location: City Hall, The Governor's Room
12:00 - 12:30 PM	PREP [REDACTED] Location: City Hall, The Mayor's Office
12:30 - 1:30 PM	MEETING WITH SPEAKER CARL HEASTIE Location: City Hall, The Mayor's Office
1:45 - 2:30 PM	TRAVEL FROM CITY HALL TO 51 JUNIUS STREET, EAST NEW YORK, BROOKLYN Travel Time: 45 Mins. Car: [REDACTED]
2:30 - 3:30 PM	VISIT HOMELESS SHELTER WITH CHRISTINE QUINN - [REDACTED] [REDACTED] Location: Liberty Shelter, 51 Junius Street, East New York, Brooklyn Staff Contact: Marti Adams Baker Telephone: [REDACTED] Press Contact: Ishanee Parikh Telephone: [REDACTED] Site Advance: Javon Coney Telephone: [REDACTED]
3:30 - 4:00 PM	[REDACTED] CALL Call in#: [REDACTED] Code: [REDACTED]
3:30 - 4:00 PM	TRAVEL FROM 51 JUNIUS STREET TO CITY HALL Travel Time: 30 Mins. Car: [REDACTED]
4:00 - 5:30 PM	[REDACTED] PREP Location: City Hall, The Governor's Room

5:30 - 6:00 PM TRAVEL FROM CITY HALL TO BAR TOTO
Location: 411 11st Street, Brooklyn
Travel Time: 30 Mins.
Car: [REDACTED]

6:00 - 7:00 PM [REDACTED]
Location: [REDACTED]
Toto

7:30 - 9:00 PM DINNER WITH LAWRENCE DOWNES & FLONYC
Location: 411 11st Street, Brooklyn - Bar Toto

9:00 - 9:30 PM TRAVEL FROM BAR TOTO TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No Scheduled press conference

FLONYC SCHEDULE

9:30 - 12:00 PM [REDACTED]
12:00 - 12:45 PM [REDACTED]
1:00 - 6:00 PM [REDACTED]
7:30 - 9:00 PM DINNER WITH LAWRENCE DOWNES & MBDB

From: [Almonte, Catherine](#)
To: [Caquias, Paula](#); [Viguers, Jonathan](#); [Snyder, Thomas](#); [Arslanian, Kayla](#); [Salazar-Rodriguez, Prisca](#); [REDACTED]; jfdc@akpdmedia.com
Subject: MBDB: TPA Call
Date: Wednesday, December 23, 2015 3:15:33 PM

We are delayed. Will notify you when to dial in.

MBDB: TPA Call

Scheduled: Wednesday, Dec 23, 2015 from 3:30 PM to 4:00 PM

Location: Call in# [REDACTED] Code: [REDACTED]

Invitees: Caquias, Paula , Viguers, Jonathan , Snyder, Thomas , Arslanian, Kayla , Salazar-Rodriguez, Prisca , [REDACTED] , John Del Cecato

Sent while mobile.

From: [Salazar-Rodriguez, Prisca](#)
To: ["Geri Prado"](#); [Kayla Arslanian](#); [Thomas Snyder](#)
Cc: [John Del Cecato](#)
Subject: RE: are we still at 3:30pm?
Date: Wednesday, December 23, 2015 3:21:14 PM

We are delayed

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

From: Geri Prado [<mailto:geri@progressiveagenda.us>]
Sent: Wednesday, December 23, 2015 3:14 PM
To: Kayla Arslanian; Thomas Snyder; Salazar-Rodriguez, Prisca
Cc: John Del Cecato
Subject: are we still at 3:30pm?

I am worried I have the wrong time. thanks.

From: [Almonte, Catherine](#)
To: [Viguers, Jonathan](#)
Cc: [Caquias, Paula](#); [Snyder, Thomas](#); [Arslanian, Kayla](#); [Salazar-Rodriguez, Prisca](#); [REDACTED]; jfdc@akpdmedia.com
Subject: Re: MBDB: TPA Call
Date: Wednesday, December 23, 2015 4:19:54 PM

Gracias

Sent while mobile.

On Dec 23, 2015, at 4:19 PM, Viguers, Jonathan <JViguers@cityhall.nyc.gov> wrote:

Everyone is on

From: Almonte, Catherine
Sent: Wednesday, December 23, 2015 4:17 PM
To: Caquias, Paula; Viguers, Jonathan; Snyder, Thomas; Arslanian, Kayla; Salazar-Rodriguez, Prisca; [REDACTED]; jfdc@akpdmedia.com
Subject: Re: MBDB: TPA Call

Please dial in

Sent while mobile.

On Dec 23, 2015, at 3:15 PM, Almonte, Catherine
<CAlmonte@cityhall.nyc.gov> wrote:

We are delayed. Will notify you when to dial in.

MBDB: TPA Call

Scheduled: Wednesday, Dec 23, 2015 from 3:30 PM to 4:00 PM

Location: [REDACTED] Code: [REDACTED]

Invitees: Caquias, Paula , Viguers, Jonathan , Snyder, Thomas ,
Arslanian, Kayla , Salazar-Rodriguez, Prisca ,
[REDACTED] , John Del Cecato

Sent while mobile.

From: [Snyder, Thomas](#)
To: [B: FLONYC](#)
Cc: [Geri Prado](#); [John Del Ceccato](#)
Subject: MUST READ!!! PPL Roundup
Date: Wednesday, December 23, 2015 4:25:19 PM
Attachments: [image002.png](#)
[image005.png](#)
[image007.png](#)
[image010.png](#)
[image017.png](#)
[image020.png](#)
[image024.png](#)
[image025.png](#)
[image026.png](#)

From: Andrea Hagelgans <AHagelgans@cityhall.nyc.gov>
Date: Wednesday, December 23, 2015 at 11:44 AM
To: Bill de Blasio <BCCD@cityhall.nyc.gov>, Chirlane McCray <FLONYC@cityhall.nyc.gov>
Cc: "Walzak, Phil" <PWalzak@cityhall.nyc.gov>, Karen Hinton <KHinton@cityhall.nyc.gov>, "Spitalnick, Amy (OMB)" <SpitalnickA@omb.nyc.gov>, Emma Wolfe <EWolfe@cityhall.nyc.gov>, Eric Falk Phillips <EFPhillips@cityhall.nyc.gov>, Tom Snyder <tsnyder@cityhall.nyc.gov>, "Viguers, Jonathan" <JViguers@cityhall.nyc.gov>, "Almonte, Catherine" <CAlmonte@cityhall.nyc.gov>
Subject: Fw: Final - Paid Parental Leave Roundup

Sir, Ma'am,

Below is the roundup of all the coverage of Paid Parental Leave. [REDACTED]

[REDACTED]

[REDACTED]

Thanks!

Sent from my BlackBerry 10 smartphone.

From: Gunaratna, Mahen <MGunaratna@cityhall.nyc.gov>
Sent: Wednesday, December 23, 2015 11:01 AM
To: Walzak, Phil; Hagelgans, Andrea; Spitalnick, Amy (OMB); Phillips, Eric Falk
Subject: Final - Paid Parental Leave Roundup

Paid Parental Leave Roundup

Twitter:



Valerie Jarrett ([@vj44](#))

[12/22/15, 7:00 PM](#)

Congrats [@BilldeBlasio](#) on leading the way & expanding paid leave for NYC employees Time for Congress to [#LeadOnLeave](#) [twitter.com/BilldeBlasio/s...](#)



Tom Perez (@LaborSec)

[12/22/15, 9:54 PM](#)

At a time of year when we gather with family, it's great to see [@BilldeBlasio](#) help [#NYC](#) employees take care of their families. [#LeadOnLeave](#)

Center for Parental Leave Leadership:



Amy Beacom, Ed.D (@cplleadership)

[12/23/15, 12:54 AM](#)

We were thrilled to see this! Thank you to everyone who worked so hard to make this happen. Way to [#LeadonLeave](#) NYC! [twitter.com/EricFPhillips/...](https://twitter.com/EricFPhillips/)

Melanie Kaye [@mfonderkaye](#) 33m minutes ago

Great news! [@BilldeBlasio](#) to Offer 6 Weeks [#PaidParentalLeave](#) For Non-Union City Workers [http://www.wnyc.org/story/exclusive-de-blasio-mandates-six-weeks-paid-parental-leave-non-union-city-workers/...](http://www.wnyc.org/story/exclusive-de-blasio-mandates-six-weeks-paid-parental-leave-non-union-city-workers/) via [@WNYC](#)



Melanie Kaye [@mfonderkaye](#)

Melanie Kaye Retweeted A Better Balance

Great news from [@BilldeBlasio](#) today for [#NYC#workingfamilies](#). [#LeadOnLeave](#).

Melanie Kaye added,

A Better Balance [@ABetterBalance](#)

Read more about today's Great Victory on Paid Parental Leave for NYC Workers on our blog:

<http://bit.ly/22nX4NN> [#Paidleave](#)



National Partnership [Verified account](#) [@NPWF](#)

BREAKING: [#NYC](#) Mayor Bill de Blasio to offer six weeks [#paidleave](#) for new parents who work for the city: [http://www.wnyc.org/story/exclusive-de-blasio-mandates-six-weeks-paid-parental-leave-non-union-city-workers/...](http://www.wnyc.org/story/exclusive-de-blasio-mandates-six-weeks-paid-parental-leave-non-union-city-workers/) via [@WNYC](#)



32BJ SEIU @32BJ_SEIU 55s56 seconds ago

32BJ Applauds [@BilldeBlasio](#) Paid Parental Leave Announcement

<http://www.seiu32bj.org/spotlights/32bj-applauds-mayors-paid-parental-leave-announcement/...#PaidLeave@NYCMayorsOffice>



Coworker.org @teamcoworker

NYC Mayor De Blasio to offer six weeks paid parental leave for some city workers:

[http://www.wnyc.org/story/exclusive-de-blasio-mandates-six-weeks-paid-parental-leave-non-union-city-workers/...](http://www.wnyc.org/story/exclusive-de-blasio-mandates-six-weeks-paid-parental-leave-non-union-city-workers/) via [@WNYC#LeadOnLeave](#)

Nona WillisAronowitz @nona 10m10 minutes ago

This is really pretty awesome: [http://www.wnyc.org/story/exclusive-de-blasio-mandates-six-weeks-paid-parental-leave-non-union-city-workers/...](http://www.wnyc.org/story/exclusive-de-blasio-mandates-six-weeks-paid-parental-leave-non-union-city-workers/)



FPWA @FPWA 4m4 minutes ago

[@BilldeBlasio](#) announces six weeks of paid parental leave for non-union City workers.

<http://bit.ly/1Pkk3UT> [@brigidbergin](#)



Gale A. Brewer @galeabrewer 2m2 minutes ago

The first weeks at home with a new child are stressful enough without worrying about a paycheck.

TY [@BilldeBlasio](#): <http://www.nytimes.com/2015/12/23/nyregion/new-york-to-offer-6-weeks-paid-parental-leave-to-nonunion-workers.html?smid=tw-nytmetro&smtyp=cur&r=0...>



MomsRising @MomsRising 2m2 minutes ago

WOW! [#NYC Mayor @BilldeBlasio](#) announces six weeks of [#paidleave](#) for city's 20,000 non-union workers: <http://www.wnyc.org/story/exclusive-de-blasio-mandates-six-weeks-paid-parental-leave-non-union-city-workers/...#LeadOnLeave>



MomsRising @MomsRising

"We Are Thrilled to See New York City [#LeadOnLeave](#)!" Our statement -> [@BilldeBlasio@rowefinkbeiner#NYC#GoodNews](http://moms.ly/1YzuYuc)



Arathi Gunasekaran @aarthikaran 35s36 seconds ago

Mayor de Blasio [#LeadOnLeave](#) offering 6 weeks parental leave to nonunion workers. Hope it expands to include all. http://www.nytimes.com/2015/12/23/nyregion/new-york-to-offer-6-weeks-paid-parental-leave-to-nonunion-workers.html?smid=tw-nytmetro&smtyp=cur&_r=0...



SiX @stateinnovation 1m1 minute ago

SiX Retweeted Bill de Blasio

Kudos to everyone fighting for working families in NYC. We can't wait to see who will [#LeadOnLeave](#) in 2016.

SiX added,

Bill de Blasio @BilldeBlasio

Our new parental paid leave is common sense policy & will make healthier, more financially stable working families. <http://on.nyc.gov/1TfiAOI>



SiX @stateinnovation

Mayor [@BilldeBlasio](#)'s EO is a good start. Next we need broader [#paidleave](#) from the legislature: <http://petitions.moveon.org/sign/pass-the-new-york-paid...@ABetterBalance>

Amber Scorah @amberscorah 4m4 minutes ago

[@deBlasioNYC](#) Thank you for advocating for families! I hope the country can follow this lead and pass [#parentalleave](#) for all families soon.

Anna Greenberg @Anna_Greenberg 8m8 minutes ago

Mayor de Blasio Announces **Paid** Parental **Leave** for **NYC** Employees <http://www1.nyc.gov/office-of-the-mayor/news/968-15/mayor-de-blasio-paid-parental-leave-nyc-employees---putting-nyc-the-forefront-of/index.page...> via [@nycgov](#)

A Better Balance @ABetterBalance 1h1 hour ago

Thank you [@NYCMayorsOffice](#) for leading on **paid** parental **leave** for [#NYC](#) workers: [#paidleave#LeadOnLeave](http://bit.ly/1OigjOv)

Nona WillisAronowitz @nona 1h1 hour ago

This is really pretty awesome: [http://www.wnyc.org/story/exclusive-de-blasio-mandates-six-weeks-paid-parental-leave-non-union-city-workers/...](http://www.wnyc.org/story/exclusive-de-blasio-mandates-six-weeks-paid-parental-leave-non-union-city-workers/)



James Igoe @JamesJosephIgoe 14m14 minutes ago

DeBlasio Announces Six Weeks of Paid Parental Leave for 20,000 City Workers

[http://observer.com/2015/12/de-blasio-announces-six-weeks-of-parental-leave-for-20000-city-workers/...](http://observer.com/2015/12/de-blasio-announces-six-weeks-of-parental-leave-for-20000-city-workers/) via [@instapaper](#)



Family Values @ Work @FmlyValuesWork 3m3 minutes ago

EXCLUSIVE: De Blasio To Offer Six Weeks Paid Parental Leave For Non-Union City Workers [#PaidLeave#NYC](http://bit.ly/1QJ5cV2)



Hispanic Federation @HispanicFed 15m15 minutes ago

.[@BilldeBlasio](#) showing true leadership: **De Blasio** To Offer Six Weeks Paid Parental Leave For Non-Union City Workers <http://ow.ly/WePmP>



Ms.FoundationWomen @msfoundation 42m42 minutes ago

Our Pres & CEO [@MsTeresaYounger](#) commends NYC Mayor **de Blasio**'s action on paid leave. Read more here: [#MyFeminismIs](http://on.nyc.gov/1QJggSn)



Amy Zimmer **Verified account** @the_zim 44m44 minutes ago

DeBlasio gives at least 6 weeks of fully paid parental leave to 20K non-union city workers: <http://dnain fo/1OIMpis>

Kathleen Rice @RepKathleenRice 5m5 minutes ago

Great to see [@BilldeBlasio#LeadOnLeave](#) in NYC. Now we need Congress to act & ensure all workers in the U.S. have access to [#paidleave](#).



A Better Balance [@ABetterBalance](#)

Read more about today's Great Victory on Paid Parental Leave for NYC Workers on our blog:
<http://bit.ly/22nX4NN> #Paidleave



AFT [@AFTunion](#)

Paid parental leave is good for kids, parents and our economy. Glad to see
[@Billde Blasio](#) #LeadOnLeave [http://www.uft.org/press-releases/mulgrew-paid-parental-leave ...](http://www.uft.org/press-releases/mulgrew-paid-parental-leave...) via
[@UFT](#)



Progressive Agenda [@TheP2Agenda](#)

What a great milestone for NYC and [@Billde Blasio](#) -- passing paid parental leave policy for 20k city employees. [#LeadOnLeave](#)



AFSCME [@AFSCME](#)

Strong new parental paid leave policy from [@Billde Blasio](#). ALL parents should have that time to spend w/ new kids <http://afsc.me/1QJfAfB>

Congressman Nadler [Verified account](#) [@RepJerryNadler](#)

As a longtime supporter of paid family and parental leave, I commend [@Billde Blasio](#) for taking this executive action [http://www.nytimes.com/2015/12/23/nyregion/new-york-to-offer-6-weeks-paid-parental-leave-to-nonunion-workers.html?smid=tw-nytmetro&smtyp=cur ...](http://www.nytimes.com/2015/12/23/nyregion/new-york-to-offer-6-weeks-paid-parental-leave-to-nonunion-workers.html?smid=tw-nytmetro&smtyp=cur...)



Scott M. Stringer [Verified account](#) [@scottmstringer](#)

[@Billde Blasio](#) & NYC took a great step forward today, showing that work & family are complementary not competing interests [#leadonleave](#)



Feminist Majority @FemMajority

Way to go [@BilldeBlasio](#)! [@NYCgov](#) has new guidelines today to protect transgender & gender non-conforming people AND a new [#paidleave](#) policy!



Amy Traub @AmyMTraub

[@BilldeBlasio](#) gave paid leave to [#NYC](#) workers. Here's how that helps the rest of us:
http://www.huffingtonpost.com/amy-traub/how-all-new-yorkers-benef_b_8864478.html ... via
[@HuffPostBiz#LeadOnLeave](#)



Mike Conlow @mikeconlow

Early Christmas present from [@billdeblasio](#)! cc [@kristentitus@DMAliciaGlen](#) // BdB To Offer 6 wks Paid Parental Leave <http://www.wnyc.org/story/exclusive-de-blasio-mandates-six-weeks-paid-parental-leave-non-union-city-workers/>...



Mike Conlow @mikeconlow

Paid parental leave is a smart way to retain an experienced team. Bravo [@BilldeBlasio](#)



American Women @AmericanWomen 8h8 hours ago

Happy to see [@BilldeBlasio](#) offering 6 wks [#paidleave](#) for city workers who are parents:
<http://bit.ly/1OigiOv> @NYWFP



American Women @AmericanWomen 7h7 hours ago

With NYC joining the list of cities providing [#paidleave](#), it's time for natl action on this growing issue! Join us: <http://www.americanwomen.org/paid-leave>



Donna Lieberman @JustAskDonna

Great news 4 women families: [@billdeblasio](#) 2 offer 6 wks paid parental leave 4 city workers. Way to [#stand4women@ppnyc](#)



Melissa Portillo @MelissaPortil21

Its going to be a good year w/ Mayor [@BilldeBlasio](#) 's news on paid paternal leave for all non union workers. TY,



Jennifer J. Austin @JJAatFPWA

EXCLUSIVE: [@BilldeBlasio](#) to offer six weeks paid parental leave for non-union City workers
[http://www.wnyc.org/story/exclusive-de-blasio-mandates-six-weeks-paid-parental-leave-non-union-city-workers/...](http://www.wnyc.org/story/exclusive-de-blasio-mandates-six-weeks-paid-parental-leave-non-union-city-workers/) via [@WNYC](#)

Broadcast Mentions:

Tuesday, December 22, 2015:

NYC to Offer Six Weeks Paid Parental Leave to 20,000 Non-Union Workers

NBC 4 - Melissa Russo - 5:13 pm

This is sure to get the attention of all parents out there – paid parental leave, Mayor Bill de Blasio is set to sign an executive order adding that benefit for some government employees. Sadye Campoamor has plenty to sing about today. She's expecting her first child in March. Sadye is Director of Community Affairs for New York City public schools. She says, on her salary, several weeks of time off to bond with her new baby boy was not in her budget but today, something arrived that Sadye was not expecting – paid parental leave, six weeks at 100 percent pay for all parents, women or men who have a baby, adopt, or bring home a foster child. It's a huge development for the 20,000 or so city workers and managers who right after the New Year will be able to take paid maternity or paternity leave. It's also triggering conversations about tens of thousands of other unionized employees, widely considered to have terrific benefits but never had this. Alicia Glen: "The perception has been, that this would be very costly but what we were able to do was find a way to do it in our existing framework so, that there's no net increase to the taxpayer." Deputy Mayor Alicia Glen says the plan will cost \$15 million a year, which will be paid for by capping employee vacation days at 25 instead of 27. Richard Styer, edits a newspaper about New York City union issues and says, "it is something that the unions, undoubtedly, would want to pursue but if the mayor is asking for some sort of concessions from managerial level employees, I'm sure he'd be asking them of unions as well." It's something Sayde says is worth bargaining for.

ABC 7 - Rob Powers - 5:09 pm

Nearly 20,000 New York City non-union employees will soon have six weeks of paid parental leave. Mayor de Blasio says he will sign the executive order next month. It will allow employees to take maternity, paternity, adoption, or foster care leave at 100 percent pay. The leave can then be combined with existing paid time for up to 12 weeks off. The benefit does not extend to the city's 300,000 unionized workers.

CBS 2 - Chris Wragge - 5:10 pm

New York City's 20,000 non-union workers will soon get six weeks of paid parental leave. Mayor de Blasio says he will sign an executive order next month. Employees will get maternity, paternity, adoption, and foster care leave at 100 percent of their salary – or up to 12 weeks total when combined with existing leave. The changes don't affect the city's 300,000 unionized workers.

[FOX 5 - Lynda Schmitt - 5:32 pm](#)

The city will soon offer six weeks of paid parental leave to non-union employees. Mayor de Blasio's announcement is being well received. Beginning next month, the city will now provide its 20,000 non-union employees with six weeks fully paid maternity, paternity, adoption, and foster care leave. The city reconfigured raises and vacation time in order to cover the cost for the time off for parents. Greg Giangrande, the Chief Human Resources Officer of Time Inc. says more cities are likely following in New York's path. The mayor's office also says it is willing to sit down and negotiate the same six week paid parental leave plan with union employees.

Wednesday, December 23, 2015:

NYC Non-Union Workers to Get Paid Parental Leave

[CBS 2 - Mary Calvi - 4:46 am](#)

Mayor de Blasio says New York City is leading by example. He announced he'll sign an executive order next month giving the city's non-union employees six weeks of paid parental leave.

[FOX 5 - Kerry Drew - 5:20 am](#)

Six weeks of paid parental leave will soon be offered to non-union city employees. Mayor de Blasio made the announcement yesterday. He says he'll sign an executive order next month adding that benefit. Approximately 20,000 employees will get the six weeks, fully paid, and can increase to 12 weeks with existing paid time off. In exchange for the benefit, they will have to give up two days of paid vacation. Managers in the private sector say it's about time the city something other companies already have. The change does not affect the city's 300,000 unionized workers, but officials say the benefit can be added into those contracts via collective bargaining.

[PIX 11 - Kori Chambers - 5:38 am](#)

The city is giving its non-union employees six weeks of parental leave, but it's coming at a cost. Mayor de Blasio says he'll officially sign off on the order to add the benefit. About 20,000 employees are eligible for the perk. The six weeks can be increased to 12 weeks with existing paid time off. To cover the \$15 million dollar cost, employees will give back two vacation days, and also taking back a small portion of a planned 2017 raise, as well.

[NBC 4 - Darlene Rodriguez - 5:48 am](#)

Thousands of new moms and dads in New York City will soon be eligible for paid parental leave. Mayor de Blasio announced plans to offer six weeks of paid leave to the city's 20,000 non-union workers. The new policy is expected to take effect next month. It will not affect the city's 300,000 unionized employees.

[NBC 4 - Rob Schmitt - 6:37 am](#)

The city plans to pay for this by scaling back a raise that was planned for 2017 and having workers give back two vacation days.

[UNIVISION 41 - Merijoel Duran - 6:08 am](#)

In the News:

[New York to Offer 6 Weeks Paid Parental Leave to Nonunion Workers](#)

NY TIMES - Michael Grynbaum

Mayor Bill de Blasio, opening a new front in his quest to expand workers' rights, said on Tuesday that he would offer six weeks of fully paid parental leave to 20,000 public employees, making New York City among the most generous municipal family-leave providers in the nation.

New mothers and fathers, including workers who adopt a child or accept one into foster care, would be eligible for the benefits, which far outstrip those currently available to most federal and New York State employees. The mayor plans to enact the plan by executive order, and the benefits would go into effect next year.

Mr. de Blasio, a Democrat who is one of the country's most liberal urban leaders, has made labor rights a hallmark of his tenure, mandating paid time off for sick workers and urging higher wages. His announcement comes as some Fortune 500 companies, including Microsoft and Netflix, have moved to expand benefits and time off for new parents.

"Too many new parents face an impossible choice: taking care of their child or getting their paycheck," Mr. de Blasio said in a statement. "This is a common-sense policy that will make for healthier and more financially stable working families."

The executive order would apply only to nonunionized managers and city workers, a small portion of the city's 300,000 employees. Among the eligible workers are administrative assistants, budget analysts and accountants.

But leaders of several municipal labor unions praised Mr. de Blasio's plan and said they hoped to begin negotiations with the administration about extending the benefits to their members. Officials at City Hall said they were eager to begin those talks.

Providing parental leave to the initial group of 20,000 employees will cost \$15 million annually. Budget officials said the expense would be completely offset by cutting two vacation days from some longtime employees, who currently receive 27 vacation days a year, and by eliminating a 0.47 percent raise for managers that had been scheduled for 2017.

The cost of extending the benefits to all of the city's unionized work force was not immediately clear. Any concessions from employees would need to be negotiated with individual unions.

Elected officials at the state and federal level, including President Obama, have called for an expansion of parental leave benefits in recent years, although progress has been slow. In Albany, a bill to guarantee some form of paid family leave for workers passed the State Assembly in March, but did not advance in the State Senate.

Mr. de Blasio has struggled in recent months to find a clear policy victory that he can trumpet to supporters, particularly among his liberal base, from whom he has met resistance to his plan to build more affordable housing. But the announcement of his parental leave plan brought plaudits from notable Democrats and labor leaders alike.

"The mayor's action puts the city ahead of the curve," said Representative Carolyn B. Maloney, a Manhattan Democrat, who is sponsoring a bill in Congress to provide six weeks of paid parental leave to federal employees.

Workers' rights advocates in New York said Mr. de Blasio's plan, despite applying to a small

group of city employees, could aid their own efforts. “It adds to the momentum to pass a broader family leave bill at the state level,” said Nancy Rankin, vice president for policy research at the Community Service Society, a nonprofit advocacy group.

Mr. de Blasio did not hold a public appearance on Tuesday to discuss his executive order. But aides noted that some members of the mayor’s inner circle had firsthand experience with trying to balance a new child with responsibilities at work.

Alicia Glen, the deputy mayor for housing and economic development, recalled having to return to the office three weeks after giving birth to her second daughter while working as a young assistant commissioner at the city’s Department of Housing Preservation and Development.

“Quite frankly, I was pretty exhausted,” Ms. Glen said in a radio interview with 1010 WINS. “I wished that I had had some more time with her when she was little. Knowing that the next generation of employees at the city will have that chance is really a terrific day for all of us.”

[New York City Expands Parental-Leave Policy](#)

WSJ - Mara Gay

About 20,000 New York City workers will be eligible for six weeks of fully paid parental leave in the new year, Mayor Bill de Blasio said Tuesday.

The new policy, which Mr. de Blasio said he would enact by signing an executive order, would bring the city in line with Pittsburgh and Austin, Texas, which offer similar parental-leave policies. It is expected to take effect in New York City on Jan. 1.

Under New York City’s new policy, nonunion city workers would be able to receive up to 12 weeks paid maternity, paternity, adoptive or foster-care leave, when the new policy is combined with existing leave.

“Too many new parents face an impossible choice: taking care of their child or getting their paycheck,” Mr. de Blasio said in a news release.

City officials said they planned to pay for the expanded leave with a small part of a pay increase scheduled for July 2017 that is already included in the city’s \$78.5 billion budget, and by capping vacation leave for longtime employees at 25 days instead of 27. They said it comes at no additional cost to taxpayers.

The expanded leave applies to all nonunion employees who work for the city, including workers at more than a dozen agencies such as the Department of Education and the Department of Health and Mental Hygiene.

The new policy would also cover Mr. de Blasio’s youthful staff at City Hall, where something of a baby boom has been afoot. More than a dozen children have been born to City Hall employees over the past two years since the mayor took office.

Mr. de Blasio and his advisers took note, and have discussed expanding the paid-leave policy for months, according to aides.

Unions wanting to take part in the expanded leave will have to negotiate the policy as part of their contracts, and several of the city’s largest unions have asked to do so, a spokeswoman for Mr. de Blasio said.

United Federation of Teachers President Michael Mulgrew said Tuesday that he was relieved to “finally have a willing partner on an issue that is very important to us.” He said he would sit down with the administration to negotiate the expanded leave as part of the union’s contract.

Building-workers union 32BJ SEIU said it would also seek the expanded parental leave as part of its contract.

[Mayor de Blasio announces six weeks of paid parental leave for city’s non-union employees](#)

DAILY NEWS - Erin Durkin

The city’s 20,000 non-union workers will get six weeks of paid parental leave, Mayor de Blasio announced Tuesday.

The employees will be able to take the time off for maternity, paternity, adoption or foster care leave and keep receiving 100% of their salaries.

The \$15 million cost will be paid for by cutting some long-serving workers’ vacation time by two days, from 27 to 25 a year. A scheduled 0.47% raise for managers will also be scrapped.

“Too many new parents face an impossible choice: taking care of their child or getting their paycheck,” de Blasio said. “New York City is leading by example, putting us at the forefront of paid parental leave policies around the country.”

If employees use their existing sick time and vacation, they would be able to take up to 12 paid weeks off to welcome a new baby.

De Blasio plans to sign an executive order to make the change.

The new policy doesn’t apply to the bulk of the city workforce — the 300,000 unionized workers — whose leave policies are covered by their negotiated contracts. De Blasio said he’s ready to start talks with any unions that want to add the benefit to their deals.

[Municipal workers can now get six weeks paid parental leave](#)

NY POST - Michael Gartland

Thousands of municipal workers will be eligible for up to six weeks of paid parental leave under an executive order signed Tuesday by Mayor de Blasio.

Workers with an accumulation of unused sick and vacation days could take off up to 12 weeks with full pay.

City officials said the new policy — which covers maternity, paternity, adoption and foster-care leaves — is among the most generous in the country. “New York City is leading by example,” boasted the mayor.

The change takes effect Jan. 1 for 20,000 managerial and non-union employees.

Officials estimated the cost at \$15 million, but said it would come at “no cost to New York City taxpayers” because longtime workers will be giving up two of 27 vacation days and all the affected employees are chipping in 0.47 percent of a raise due in July 2017.

The city’s 300,000 unionized workers are not covered, unless a deal is reached with their

representatives.

[De Blasio Announces Six Weeks of Paid Parental Leave for 20,000 City Workers](#)

NY OBSERVER - Jillian Jorgensen

It will be an extra happy New Year for city employees who are expecting a baby: Mayor Bill de Blasio today announced an executive order that will extend six weeks of paid parental leave to non-union city employees.

“Too many new parents face an impossible choice: taking care of their child or getting their paycheck,” Mr. de Blasio said in a statement. “New York City is leading by example, putting us at the forefront of paid parental leave policies around the country. This is a common sense policy that will make for healthier and more financially stable working families – making it good for employees and employers.”

The new policy will match Austin and Pittsburg, which also offer six weeks of paid time off, as the most generous municipal policies for workers expecting a baby, adopting, or taking in a foster child. Combined with other types of leave, like sick time or vacation, employees will be able to take up to 12 weeks off. The new policy was first reported by WNYC.

The executive order, which will go into effect on January 1, will only apply to managerial or “original jurisdiction” city employees—those who are not represented by unions. Union employees can only receive new benefits through collective bargaining, and most unions, 92 percent have inked long-term contracts in the last two years—but Mr. de Blasio’s office said the city was ready to “immediately” enter talks with unions that did want to extend the benefits to its members.

As for the city’s non-union workers, they will give up two vacation days—the 26th and 27th days, earned by long-serving employees), and a .47 percent raise scheduled for July 2017 in order to pay for the six weeks of leave. Unions seeking the benefit could look to that arrangement for a framework of how they might pay for it.

The mayor’s office indicated that there was indeed interest from unions in adopting the paid time policy. Speaking to WNYC, Henry Garrido, president of DC37, the city’s largest municipal union, said it was “absolutely” a benefit he wanted for his members and that he would look to negotiate with the city.

Hector Figueroa, president of 32BJ SEIU, also praised the announcement.

“Our members know how important it is to have a comprehensive paid parental leave policy that allows them to raise their families and be there for their children,” he said. “We look forward to working with the administration on this policy and others to make workplaces humane, supportive and family-sustaining.”

The new policy also drew plaudits from an array of elected officials and advocates, listed in the mayor’s press release, starting with his wife, Chirlane McCray.

“No one should miss the sweet miracle of those early weeks because they are forced to choose between paying their bills and taking care of their baby,” Ms. McCray, who also serves as honorary chair of the city’s Commission on Gender Equity, said. “New parents need time to bond properly with the baby and also adjust to the new life. Having a baby can be tough, even while it is full of joy. In a place like New York City, where new parents are often far from family support, giving new moms and dads paid leave means healthier families.”

Feminist activist Gloria Steinem also praised the policy, noting city's had taken the lead while the federal government's policies for parental leave have lagged behind.

"Mayor de Blasio is continuing this trend with his action to establish paid parental leave in New York City. Good for him and good for all of us," she said.

[EXCLUSIVE: De Blasio To Offer Six Weeks Paid Parental Leave For Non-Union City Workers](#)

WNYC - Brigid Bergin

WNYC has learned New York City Mayor Bill de Blasio plans to issue an executive order guaranteeing some city workers 6-weeks of paid parental leave. He plans to make the announcement Tuesday.

Starting in January, 20,000 managers and non-unionized workers will be eligible for the policy – covering maternity, paternity, adoption, and foster care leave, at 100 percent of their salary. When combined with existing paid time off, some employees will be eligible for up to 12 weeks total.

"I remember after Chiara was born, just our economic reality was that Chirlane had to go back to work very quickly," de Blasio told WNYC. "She has always felt a tension over that. She didn't feel good about not being able to spend more time with Chiara."

It's a decision faced by many new parents: bond with your baby or pay the bills.

"We want to give parents that choice. We want to give them that opportunity at that precious moment to spend time with their child in the way that makes sense for them," de Blasio said.

To cover the \$15 million cost, all non-union employees will see their vacation time reduced by two days, from 27 to 25. The city will also take back a small portion of a multi-year raise that would have taken effect in July 2017 to pay for the extra leave.

The policy does not apply to the city's 300,000 union employees. But the mayor said the benefit can be added to their contracts through collective bargaining.

Henry Garrido, head of District Council 37, the largest municipal union, says that is "absolutely" what he wants for his 122,000 members.

"I think it should be offered to all city employees and I think we should begin a process to negotiate," Garrido said.

Paid family leave is becoming more popular in the private sector as companies compete to keep employees. But in the public sector, this benefit is a rarity. Only Austin and Pittsburgh offer 6 weeks paid leave.

It's something feminist activist and writer Gloria Steinem has been trying to push since the Nixon administration. She says the city's new policy is progress.

"It sends the message that we might barely begin to catch up with other advanced democracies in the world that have long since offered such policies," Steinem told WNYC. She added, "We are way behind."

According to a United Nations report, only two countries in the world do not guarantee some form

of paid leave parental leave: the United States and Papua New Guinea.

[Mayor Bill De Blasio order grants parental leave to nonunion workers](#)

AM NY - Matthew Chayes

New York City's nonunion municipal workers will soon be able to take six weeks of parental leave under an executive order to be signed by Mayor Bill de Blasio.

The new policy, which affects 20,000 employees, covers maternity, paternity, adoption and foster care leave and will provide 100 percent of salary and job protection, the mayor's office said Tuesday.

"No one should miss the sweet miracle of those early weeks because they are forced to choose between paying their bills and taking care of their baby," de Blasio's wife, Chirlane McCray, said in a statement.

Combined with other existing leave, such as vacation time and sick days, a worker can take up to 12 weeks for the parental leave beginning Jan. 1, 2016.

The change won't cost the city any more money, officials said. It's being paid for by cutting two vacation days from the city's most veteran workers — those who have been on the job about 15 or more years, de Blasio spokeswoman Amy Spitalnick said — and "re-purposing," or canceling, a planned raise in 2017, the mayor's office said.

Examples of nonunion jobs include budget analyst, secretary and legislative assistants, Spitalnick said.

The unions representing the city's nearly 300,000 unionized workers would need to negotiate for a similar benefit for their membership.

In a prepared statement, United Federation of Teachers President Michael Mulgrew said union leaders "have been 'trying for years' to get mayors to expand parental leave, and 'finally have a willing partner on an issue that is very important to us.'" Mulgrew said the union is looking forward to negotiating the benefit into its contract.

The union 32BJ, which represents building-services workers, said its leaders also "look forward to working with the administration on this policy."

According to de Blasio's office, "families that benefit from paid leave are less likely to receive public assistance, and that the program can substantially reduce infant mortality rates and improve a child's overall health."

De Blasio said that New York City's new policy puts it "in line with the most generous localities in the country, Austin and Pittsburgh."

[Non-union NYC employees to get 6 weeks of paid time off for parental leave](#)

METRO - Angy Altamirano

New parents will have one less thing to worry about in the new year when welcoming a new bundle of joy to their family.

Starting Jan.1 about 20,000 of the city's non-union workers are expected to receive six weeks of paid time off for parental — maternity, paternity, adoption and foster care — leave.

During this time the employees will be able to receive 100 percent of their salary or up to 12 weeks total when combined with existing leave, such as sick time or vacation days.

“When new parents — women and men — are able to take time to care for their children without losing their jobs or their pay, it benefits families, communities and businesses by ensuring that everyone has the opportunity to contribute and compete regardless of parental status,” said Teresa C. Younger, president and CEO of Ms. Foundation for Women.

To provide these six weeks to all managerial and unrepresented employees, the city plans to remove two days of existing vacations from long-service workers and get rid of an existing 0.47 percent raise for managers scheduled for 2017.

“Too many new parents face an impossible choice: taking care of their child or getting their paycheck,” Mayor Bill de Blasio said. “New York City is leading by example, putting us at the forefront of paid parental leave policies around the country. This is a common sense policy that will make for healthier and more financially stable working families — making it good for employees and employers.”

The new policy does not include union workers although the mayor is said to be ready to “immediately enter talks” with the city’s municipal unions in regards to them extending the rule to covered employees.

Henry Garrido, executive director of District Council 37, welcomed the news and hopes to soon work with the city to extend the policy to DC 37 members.

"As a parent of two children, I fully support the Mayor’s action today and look forward to engaging in collective bargaining with the city to ensure that our members also enjoy this vital benefit as soon as possible," Garrido said.

A spokesman for the Patrolmen's Benevolent Association said they had not been informed of the new policy and declined to make comment.

199SEIU United Healthcare Workers East also declined to comment.

[Non-union city employees to get paid parental leave](#)

SI ADVANCE - Diane Lore

Mayor Bill de Blasio announced Tuesday a new paid parental leave policy for thousands of New York City employees.

The new policy will provide six weeks of paid time off for maternity, paternity, adoption and foster care leave, at 100 percent of salary, or up to 12 weeks total when combined with existing employee leave time.

The mayor will sign an executive order so that the city can provide its approximately 20,000 managerial employees with the new paid parental leave policy as of Jan. 1.

"Too many new parents face an impossible choice: taking care of their child or getting their paycheck," said de Blasio.

"New York City is leading by example, putting us at the forefront of paid parental leave policies

around the country. This is a common sense policy that will make for healthier and more financially stable working families -- making it good for employees and employers," he said.

The six weeks of paid leave at 100 percent of salary can be combined with existing leave -- including accrued sick leave and/or accrued vacation -- so that employees will be able to take up to 12 weeks maternity, paternity, adoption, or foster care leave without losing pay.

According to de Blasio, any changes to benefits for union-represented employees must be done through collective bargaining, but he said the city is ready to enter talks with its municipal unions about extending the policy to their employees.

Various studies have found that paid parental leave benefits employers as well as their employees by helping to reduce turnover. A report last year from the President's Council of Economic Advisers found that more than 90 percent of employers affected by a California paid leave initiative reported either positive, or no noticeable, impact on profitability, turnover and morale.

Further, the new benefit will come at no new cost to New York City taxpayers, the mayor said. The city will repurpose an existing managerial raise of 0.47 percent scheduled for July 2017 and two days of existing vacation leave policy, which are received by long-service employees.

[Empleados de la Ciudad recibirán permiso postnatal](#)

EL DIARIO - Juan Pablo Garnham

A partir 1 de enero, 20,000 empleados de la Ciudad gozarán de un nuevo beneficio cada vez que tengan un hijo: seis semanas libres recibiendo sus salarios completos . La cifra puede llegar hasta 12 semanas cuando se combine con otros días libres y será una opción en caso de maternidad, paternidad, adopción y cuidado tutelar.

“Demasiados padres se enfrentan a una elección imposible: cuidar de sus hijos o recibir sus cheques de pago”, comentó el alcalde Bill De Blasio . “La Ciudad de Nueva York está liderando mediante el ejemplo. Esta es una política de sentido común que hará a las familias trabajadoras más saludables y más estables financieramente”.

El beneficio se aplicará a una serie de trabajadores administrativos . Para los empleados en sindicatos, la Alcaldía indicó que esto deberá pasar por la negociación colectiva, pero que están listos para hablar con estas organizaciones.

A pesar de que este tipo de permisos pagados son considerados en otros países un derecho del trabajador, en Estados Unidos no es un requerimiento a nivel federal . Sin embargo, un reporte del Consejo de Asesores Económicos del Presidente estudió una iniciativa de este tipo en California y explicó que, en el 90% de los casos, el impacto es positivos o al menos neutros en la rentabilidad, facturación y la moral. Otros estudios explicó que las familias que reciben postnatal pagado tienen menos posibilidades de necesitar apoyos públicos.

Numerosos líderes políticos aplaudieron la medida. “Los padres trabajadores deberían poder cuidar de sus recién nacidos sin tener que estar preocupados de no poder pagar las cuentas. Este anuncio implica una gran mejora en la calidad de vida de 20,000 familias neoyorquinas”, dijo la codirectora ejecutiva de Make The Road NY, Deborah Axt .

“Esta nueva política es otro claro signo de que las ciudades en todo el país están dándose cuenta del valor de las políticas profamilia en los lugares de trabajo”, dijo la senadora Kirsten Gillibrand . “Necesitamos un programa de postnatal pagado que cubra a todos los estadounidenses”.

A su vez, el líder sindical Héctor Figueroa también felicitó al alcalde. “La Ciudad de Nueva York sigue liderando el camino y esta será una de las políticas más progresistas para los empleados públicos en cualquier ciudad o estado del país”, dijo el presidente del 32BJ SEIU , que agrupa a 70,000 trabajadores en Nueva York .

[De Blasio Gives Paid Parental Leave to Non-Union City Workers](#)

DNA INFO - Amy Zimmer

Starting in January, thousands of city workers will be guaranteed at least six weeks of fully paid parental leave, Mayor Bill de Blasio announced Tuesday.

Roughly 20,000 managers and non-unionized workers will be eligible for the policy, which covers maternity, paternity, adoption or foster care leave. These workers will also be allowed to combine their time off with existing leave — whether through accrued sick leave and/or accrued vacation — for up to 12 weeks paid leave, officials said.

“Too many new parents face an impossible choice: taking care of their child or getting their paycheck,” Mayor de Blasio said in a statement. “New York City is leading by example, putting us at the forefront of paid parental leave policies around the country.”

The move brings New York City’s workers in line with the most generous paid leave policies for municipalities across the country, including Austin and Pittsburgh.

Officials said they can't control the leave policies of unionized workers, as any changes to benefits for represented employees must be done through collective bargaining. But the de Blasio administration is ready to “immediately” enter talks with its municipal unions about extending the policy to their covered employees.

The new benefit will not cost taxpayers any additional money because they plan to rearrange existing raises and vacation time, the city said.

City officials said they did not immediately have the parental leave policies for all unions that work in the city, including the teachers’ union, uniformed workers like police or firefighters, and DC 37’s workers who staff hospitals, do maintenance and clerical work and fix the city’s streets, bridges and parks.

But while some unions have limited maternity coverage, they don’t have anything as comprehensive as the city’s new policy, officials said.

Michael Mulgrew, president of the United Federation of Teachers said his union is very interested in paid parental leave.

“We have been trying for years to interest various city administrations in expanding parental leave, and finally have a willing partner on an issue that is very important to us,” Mulgrew said. “We look forward to negotiating with the administration for an appropriate way to extend and expand parental benefits for our members.”

Paid parental leave not only helps employees but also employers, studies have shown, since the policy helps reduce turnover.

Many advocates across the city hailed the new policy and said they hope it builds momentum for

other sectors to offer similar plans across the city and state.

“This announcement means a major improvement in the quality of life of 20,000 New York families, who will be able to prioritize taking care of their children at that most important phase of life,” said Deborah Axt of the community organizing group Make the Road New York. “We applaud Mayor de Blasio for this historic announcement and hope that, soon, all New Yorkers will have the paid family leave they deserve.”

Sadye Campoamor, director of community affairs for the Department of Education, who is 6 months pregnant and has been working in city government for more than five years, said the announcement brought “tremendous relief to our growing family, and means we’ll have the opportunity to care for and bond with our new child.”

“The thought of having no pay for three months was terrifying me — between student loans and living expenses I was honestly not sure how we would do it,” she said.

Extending the policy to non-city employees would require federal or state action. The de Blasio administration is pushing for that as well, a mayoral spokeswoman noted.

[New York City's non-union employees to receive 6 weeks of paid parental leave](#)

ASSOCIATED PRESS - Staff

New York City’s non-union employees will soon have six weeks of paid parental leave. Mayor Bill de Blasio announced Tuesday that he will sign an executive order next month adding the benefit.

Approximately 20,000 employees will now get the six weeks fully paid, which can increase to 12 weeks with existing paid time off. They didn’t have paid parental leave time before.

The change doesn’t affect the city’s 300,000 unionized workers. But officials say the benefit can be added to those contracts via collective bargaining.

To cover the \$15 million cost, the non-union employees will give back two vacation days and the city will rescind a small portion of a planned 2017 raise.

De Blasio says the change brings New York in line with cities like Pittsburgh and Austin, Texas.

[De Blasio announces six weeks' paid parental leave for nonunion city employees](#)

CRAIN’S NY - Peter D’Amato

City employees will get six weeks of paid parental leave under a new policy announced Tuesday morning by Mayor Bill de Blasio.

The leave policy includes time off for maternity, paternity, adoption or foster care and will bring New York City in line with cities such as Portland, Ore., which recently approved a six-week paid parental leave policy.

“Too many new parents face an impossible choice: taking care of their child or getting their paycheck,” said Mayor de Blasio in a statement. “New York City is leading by example, putting us at the forefront of paid parental leave policies around the country. This is a common-sense policy that will make for healthier and more financially stable working families, making it good for employees and employers.”

De Blasio will extend parental benefits to 20,000 city managers and staffers through an executive order, which will allow benefits to kick in Jan. 1.

New York had long lagged behind other states in maternity leave. The New York Post slammed de Blasio as a hypocrite for publicly calling for "national paid family leave" without offering the benefit to city workers.

Under current policy, new parents must use paid sick days to compensate for time spent away from the job during pregnancy or after the birth of a child. Under the federal Family Medical Leave Act, employees are given 12 weeks before they must return to their job or risk losing their position.

"Working parents should be able to take care of their newly born children without worrying if they'll be able to make ends meet," said Deborah Axt, co-executive director of Make the Road, a social-justice organization focused on black and Latino families.

"This announcement means a major improvement in the quality of life of 20,000 New York families, who will be able to prioritize taking care of their children at that most important phase of life," Axt said.

The city said the extension of these benefits will not come at the expense of taxpayers, and instead will come from repurposing planned raises and vacation leave days.

Employees represented by municipal unions must have changes to benefits approved through collective bargaining, a change the city is expected to support in contract negotiations.

Studies have found that paid parental leave brings wide-ranging benefits to families. A 2013 report on California's paid leave policy by researchers from UC-Santa Barbara and the University of Virginia found women who took paid maternity leave were more likely to be working—and working more hours in a week—in the second year of a child's life than those who did not.

[Mayor Bill De Blasio order grants parental leave to nonunion workers](#)

NEWSDAY - Matthew Chayes

New York City's nonunion municipal workers will soon be able to take six weeks of parental leave under an executive order to be signed by Mayor Bill de Blasio.

The new policy, which affects 20,000 employees, covers maternity, paternity, adoption and foster care leave and will provide 100 percent of salary and job protection, the mayor's office said Tuesday.

"No one should miss the sweet miracle of those early weeks because they are forced to choose between paying their bills and taking care of their baby," de Blasio's wife, Chirlane McCray, said in a statement.

Combined with other existing leave, such as vacation time and sick days, a worker can take up to 12 weeks for the parental leave beginning Jan. 1, 2016.

The change won't cost the city any more money, officials said. It's being paid for by cutting two vacation days from the city's most veteran workers — those who have been on the job about 15 or more years, de Blasio spokeswoman Amy Spitalnick said — and "re-purposing," or canceling, a planned raise in 2017, the mayor's office said.

Examples of nonunion jobs include budget analysts, secretaries and legislative assistants, Spitalnick said.

The unions representing the city's nearly 300,000 unionized workers would need to negotiate for a similar benefit for their membership.

In a prepared statement, United Federation of Teachers President Michael Mulgrew said union leaders "have been "trying for years" to get mayors to expand parental leave, and "finally have a willing partner on an issue that is very important to us." Mulgrew said the union is looking forward to negotiating the benefit into its contract.

The union 32BJ, which represents building-services workers, said its leaders also "look forward to working with the administration on this policy."

According to de Blasio's office, "families that benefit from paid leave are less likely to receive public assistance, and that the program can substantially reduce infant mortality rates and improve a child's overall health."

De Blasio said that New York City's new policy puts it "in line with the most generous localities in the country, Austin and Pittsburgh."

[City teachers could see paid parental leave next year](#)

CHALKBEAT NY - Monica Disare

A new city policy could pave the way for New York City's teachers to get paid parental leave in 2016.

On Monday, Mayor Bill de Blasio said he will move to offer city employees six weeks of guaranteed paid parental leave. The city will extend the benefit to its non-unionized employees on Jan. 1, according to a statement, and the mayor is poised to "immediately enter talks" with the municipal unions that representing its other workers — including the 200,000 members of the city teachers union.

The proposal could improve a situation that can become a hardship for teachers: Currently, they get no paid leave after having or adopting a child unless they dip into their sick days.

"Too many new parents face an impossible choice: taking care of their child or getting their paycheck," said Mayor Bill de Blasio in a statement. "New York City is leading by example, putting us at the forefront of paid parental leave policies around the country."

The United Federation of Teachers quickly praised the idea, saying it has long championed expanded parental leave policies and is pleased to find a "willing partner."

"We look forward to negotiating with the administration for an appropriate way to extend and expand parental benefits for our members," UFT President Michael Mulgrew said.

All U.S. employees have access to 12 weeks of unpaid parental leave if they meet certain requirements under the Family and Medical Leave Act. But only a handful of states and cities offer paid parental leave, said Jamie Dolkas, director of women's leadership at the Center for WorkLife Law at UC Hastings.

All told, only 13 percent of workers in the United States have access to paid parental leave through their employers, she said.

The city's proposed policy would allow parents of either gender to take up to 12 weeks of paid time off by combining the new leave with accrued sick days or vacation days. Officials said the change would not cost taxpayers.

The UFT and the city are still negotiating the details of a teacher evaluation system. De Blasio and the union signed nine-year contract deal in 2014.

[De Blasio Moves on Paid Parental Leave](#)

GOTHAM GAZETTE - Ben Max

In a somewhat surprising Christmas-week move, Mayor Bill de Blasio announced Tuesday that he will soon issue an executive order mandating paid parental leave for non-union city employees, while opening the door for municipal unions to return to the bargaining table to add the benefit to their contracts.

As Democratic presidential candidates have been blazing the trail decrying that the United States is woefully behind other developed nations on paid family leave and a major push has been underway for a statewide policy in New York, de Blasio is taking action and setting the city as a model. It is a development quickly garnering national attention, and it puts pressure on Albany lawmakers ahead of their January return to legislative session and budget negotiations.

"New York City is leading by example," de Blasio said in a news release, "putting us at the forefront of paid parental leave policies around the country. This is a common sense policy that will make for healthier and more financially stable working families – making it good for employees and employers."

In framing the need for such a policy, de Blasio invoked his own family experience and the choice faced by his wife, Chirlane McCray, when they were new parents. In his statement, the mayor said, "Too many new parents face an impossible choice: taking care of their child or getting their paycheck."

In the news release, the administration says that the new policy will provide a "national benchmark of six weeks at 100 percent salary for maternity, paternity, adoption, or foster care leave" and that it "puts the City at the forefront of city and state policies around the country."

De Blasio and his team have often worked to establish the mayor and the city as a progressive leader nationally, including around policies such as universal pre-kindergarten, affordable housing, and protections for immigrants.

About 20,000 city employees will be covered by the initial parental leave policy starting in 2016, once de Blasio signs the order. In combination with other vacation and personal time accrued it could mean up to twelve weeks for some new parents, the administration said. Significantly, the administration also explained Tuesday that "the new benefit will come at no new cost to New York City taxpayers, as the City will be repurposing the existing managerial raise of 0.47 percent scheduled for July 2017 and two days of existing vacation leave policy" of some long-term employees.

Providing this coverage to 20,000 city employees is a significant first step that could lead to hundreds of thousands of city workers having the option of paid parental leave.

The administration has publicly said it is ready to reopen collective bargaining with unionized workers to include the benefit in their contracts. Several unions have quickly indicated that they

plan to sit down with the administration to alter their recently-bargained deals (de Blasio entered office with all municipal union contracts expired and has brought 92 percent of city workers under contract since).

In an interview with WNYC to first announce the policy, de Blasio said that his administration wants to give parents the choice to spend more time with a new child. "We want to give them that opportunity at that precious moment to spend time with their child in the way that makes sense for them," de Blasio said.

The administration opted not to hold a public event on the announcement, though when questions arose on social media about that decision, mayoral aides noting that there will soon be a signing ceremony for the executive order. Still, de Blasio certainly turned down even more attention for the announcement that could have come with a press conference, especially in terms of TV coverage.

Nevertheless, de Blasio is clearly fortifying what has already been two years of policies aimed at reducing inequality and creating new opportunities for workers and families, especially those at the margins.

On Monday, de Blasio spoke at length with reporters about the first half of his four-year term, reviewing top accomplishments and taking questions about missteps and the path ahead. Unsurprisingly, de Blasio cited the rollout of universal pre-kindergarten, the initial phase of his affordable housing plan, the city's new municipal identification program, among other achievements.

The paid parental leave policy - and its potential expansion to union workers - gives de Blasio more to claim in what he calls his ongoing pursuit of a more fair city.

The move was quickly met with praise from a wide variety of elected officials and advocates, some of whom noted that the New York state and federal governments can and should act on paid family leave. The United States is reported to be one of only two developed nations without a mandatory paid family leave policy - through the Family and Medical Leave Act, the U.S. currently mandates unpaid leave so that workers can care for a new child or sick family member, an option that many cannot afford.

Representatives of some businesses and governments argue that paid family leave can be disruptive to organizations and, depending on funding mechanisms, a potentially untenable mandate.

Manhattan Borough President Gale Brewer said that de Blasio's policy is "an important step forward and starts to bring city policies into line with those of the Fortune 500 and governments around the world."

In praising de Blasio's move, New York Senator Kirsten Gillibrand said that the push for a national policy must continue: "We need a national paid-leave program that covers all working Americans," she said in a statement.

Gov. Andrew Cuomo has indicated he supports paid family leave, but wants the two chambers of the state legislature to help figure out how a statewide policy will be crafted, and how the new benefit would be paid for. Cuomo's office did not immediately return a request for comment on de Blasio's announcement. The governor is set to give his combination State of the State and budget address January 13 in Albany.

The New York Paid Family Leave Insurance Campaign, which includes advocacy, labor, and community organizations, has been advocating for a paid leave policy in New York, and issued a statement in response to de Blasio's announcement calling on state lawmakers to enact "The Paid Family Leave Insurance Act," which passed the Assembly in March.

The release says that "the legislation would create a paid family leave insurance benefit that is employee-paid, through small payroll deductions that start at just 45 cents and rise to roughly 88 cents a week over four years" and "modernize New York's Temporary Disability Insurance (TDI) program, the critical support system for new mothers physically recovering from childbirth, which is currently frozen at the 1989 rate of \$170 per week."

In a nod toward debate to come in the state capital next year, Assembly Speaker Carl Heastie offered comment in de Blasio's announcement, saying, "New Yorkers should not have to choose between keeping their jobs and spending time with a new family member. As longstanding supporters of paid family leave, the Assembly Majority applauds New York City for taking this critical step to strengthen family leave benefits for city employees."

[Veteran city employees asked to sacrifice so 20,000 others get more parental leave](#)

NY BUSINESS JOURNAL - Michael del Castillo

Mayor Bill de Blasio today signed an executive order that will give 20,000 of New York City's employees six weeks of paid parental leave at 100 percent of whatever they earn.

But to pull off the human resources coup at no extra charge to the taxpayers, other members of the city's staff won't be given scheduled compensation increases.

"Too many new parents face an impossible choice: taking care of their child or getting their paycheck," said de Blasio in a statement. "New York City is leading by example, putting us at the forefront of paid parental leave policies around the country."

To pay for the leave, a managerial raise to all employees of 0.47 percent scheduled for July 2017 will instead be used as the employees' contribution to parental leave days, according to the statement.

Also, instead of some long-term employees receiving a 26th and 27th day of vacation, they will all be capped at 25 days, with the extra days being shifted to the leave.

"With Mayor de Blasio's action bringing paid parental leave to city workers, the City of New York joins more than 163 countries in providing paid leave to women for childbirth, adoption and foster care," said Democratic Congresswoman Carolyn Maloney, in the statement.

The six weeks of paid leave at 100 percent of salary can be combined with existing days off, giving employees as much as 12 weeks maternity, paternity, adoption, or foster care leave without losing pay. The order goes into effect January 1, 2016.

As de Blasio mentioned in his written statement, this level of parental leave makes the city competitive with two other states: Austin, Texas, and Pittsburgh. However, the U.S. Department of Labor has, through the Family Medical Leave Act, long enabled 12 weeks parental leave for eligible employees at other companies.

[New York City extends parental leave to 6 weeks](#)

CNN MONEY - Robert Mclean

New York City's 20,000 non-union employees will soon get six weeks of paid parental leave, making the Big Apple the latest municipality to expand benefits offered to new parents.

"Too many new parents face an impossible choice: taking care of their child or getting their paycheck," Mayor Bill de Blasio said Tuesday. "New York City is leading by example, putting us at the forefront of paid parental leave policies around the country."

The six weeks of leave will include 100% of the employee's salary, and can be combined with existing leave -- such as sick days and vacation time, to reach a maximum of 12 weeks. The policy will cover maternity, paternity, adoption and foster care leave, and will be paid for by redirecting existing city funds.

The city said it is prepared to open negotiations with unions immediately in order to extend the benefit to all city employees.

The move comes a few weeks after the Portland, Oregon City Council voted to give city employees six weeks of paid parental leave. That policy will begin in January.

San Francisco and Cincinnati have also recently expanded parental leave for city workers. Seattle and Washington, D.C., are considering proposals.

New York City's new parental leave policy is set to go into affect Jan. 1.

[New York Doubles Paid Parental Leave For Some City Employees](#)

HUFFINGTON POST - Emily Peck

New York City just gave some of its employees a nice little Christmas bonus.

Starting Jan. 1, several thousand city workers will get an additional six weeks of paid parental leave.

Approximately 22,000 non-unionized workers will benefit from the change, according to an announcement from Mayor Bill de Blasio on Tuesday. If workers combine the leave with other existing benefits, they'll be able to get 12 weeks' paid time off after the arrival of a new child, said de Blasio. The policy is gender-neutral and will apply to birth parents, foster parents and parents who adopt.

City officials hope to extend the benefits to New York's 300,000 unionized workers, according to The New York Times.

New York joins a growing wave of localities -- and employers -- offering paid time off to parents, even as the U.S. remains the only developed country with no national paid leave for mothers. Among U.S. cities, only Austin and Pittsburgh also offer six weeks' paid leave to their employees. But a number of companies, particularly in the tech industry, have expanded their leave benefits this year.

"Too many new parents face an impossible choice: taking care of their child or getting their paycheck," de Blasio said in a statement. "This is a common sense policy that will make for healthier and more financially stable working families -- making it good for employees and employers."

To pay for the new benefit, the city will use money that was already in the budget to give more vacation days to employees, who currently have 27 days a year. The city will also do away with

plans to give managers a small raise.

The state of New York is also considering a paid family leave benefit, consisting of six weeks of paid leave that would be funded through a payroll deduction.

Earlier this year, the federal government began offering paid leave to its own employees.

[Opinion: How All New Yorkers Benefit When Municipal Workers Get Paid Parental Leave](#)

HUFFINGTON POST - Amy Traub

Now that's a holiday gift! On Tuesday, NYC Mayor Bill de Blasio announced that approximately 20,000 employees of New York City would be guaranteed paid parental leave--giving mothers and fathers critical time off to bond with a new baby, adoptee, or foster child without giving up a paycheck.

Although paid leave for new parents is the standard worldwide, the United States guarantees zero paid time off for mothers or fathers. As a result, nearly 1 in 4 employed U.S. mothers return to work within two weeks of childbirth, according to research from former Demos fellow Sharon Lerner. This puts the health of parents and their babies at risk and weakens family economic stability. As I've argued before, a lack of paid leave also undermines women's equality.

The mayor's executive order will give municipal workers six weeks of paid leave at their full salaries, which can be combined with existing sick and vacation leave to provide up to 12 weeks of paid leave. And while the mayor cannot unilaterally change employment terms for New York's 300,000 unionized employees, the city expressed willingness to start immediate talks with municipal unions about adding paid family leave for their members. City unions have responded that they are indeed interested.

Thanks to Mayor de Blasio's leadership, employees of New York City can look forward to happier, healthier, and more economically secure times as they welcome new little ones in 2016 and beyond.

But it's not just municipal employees who stand to benefit.

When President Obama took executive action this year to extend paid leave for federal workers, he argued that it would "help achieve the goals of recruiting and retaining talent, lowering costly worker turnover, increasing employee engagement, boosting employee morale, and ensuring a diverse and inclusive workforce." A growing number of high-profile tech employers, from Netflix to Facebook to PayPal are expanding their paid leave policies with same aim. There is no reason New York City could not reap similar gains from the family-friendly policy.

At the same time, all New Yorkers--and all Americans--will benefit if New York City's bold action inspires more momentum for change at the state and national level. Legislation to expand paid leave for all working people is pending in Congress, as well as in a number of states, including New York. By extending paid leave to city workers, Mayor de Blasio could be putting this critical benefit a step closer for all of us.

[New York City will offer its employees a generous benefit most companies in America do not](#)

BUSINESS INSIDER - Rachel Gillett

In the US, only 12% of employers offer paid parental leave, according to the Society for Human Resource Management. That number gets even smaller when you look at the public sector.

Federal employees currently have no guarantee of paid leave following the birth or adoption of a child, though a bill before Congress seeks to change that. And just two US cities — Austin and Pittsburgh — currently offer six weeks of paid parental leave to its employees, while Portland will offer 6,000 employees the benefit in the new year.

Come January 1, New York City will add 20,000 city employees to that list of lucky few government employees who can take time to care for a new child without the worry of financial chaos.

Mayor Bill de Blasio announced on Tuesday a new paid-parental-leave policy for New York City employees that provides six weeks of fully paid time off for maternity, paternity, adoption, and foster-care leave, which can be combined with existing time off like accrued sick time and vacation for up to 12 paid weeks.

"I remember after [my daughter] Chiara was born, just our economic reality was that Chirlane had to go back to work very quickly," de Blasio told WNYC. "She has always felt a tension over that. She didn't feel good about not being able to spend more time with Chiara."

The US is currently the only developed nation in the world that doesn't ensure any paid time off for new parents, according to a report from the International Labor Organization. Under the Family and Medical Leave Act (FMLA) of 1993, people working at companies with at least 50 employees must be allowed to take 12 weeks off work following the birth of their child, but that time does not have to be paid.

Without the guarantee of paid leave while caring for a child, many new parents are faced with the choice between economic hardship and returning to work prematurely.

According to a 2012 report from the US Department of Labor on family and medical leave, about 15% of people who were not paid or who received partial pay while away turned to public assistance for help. About 60% of workers who took this time off reported it was difficult making ends meet, and almost half reported that they would have taken longer time off if more pay had been available.

"No one should miss the sweet miracle of those early weeks because they are forced to choose between paying their bills and taking care of their baby," said NYC first lady Chirlane McCray in a statement.

The current policy applies to managers and nonunionized workers and covers the city's 300,000 union employees — though de Blasio noted that the city is ready to enter talks with municipal unions about extending the policy to their covered employees.

Ellen Bravo, executive director of Family Values @ Work, commends the mayor for the policy and says that she hopes it will spur the New York State Senate to join California, New Jersey, and Rhode Island in offering a paid family-leave insurance program.

In 2004, California became the first state to implement a paid-family-leave policy that enables most working Californians to receive 55% of their usual salary — up to \$1,104 per week — for a maximum of six weeks.

According to a report last year from the president's Council of Economic Advisers, more than 90% of employers affected by California's paid-family-leave initiative reported either positive or no

noticeable effect on profitability, turnover, and morale.

"The vast majority of New Yorkers work for employers who want to provide paid family leave but can't afford to do it on their own, and many workers need time to care for an ailing parent, partner, or child, as well as to welcome a new child. This is great news for the holidays, and a great message to Albany: the time to act is now," Bravo says.

[NYC employees to receive 6 weeks of paid parental leave](#)

NORTH JERSEY - AP

New York City's non-union employees will soon have six weeks of paid parental leave.

Mayor Bill de Blasio announced Tuesday that he will sign an executive order next month adding the benefit.

Approximately 20,000 employees will now get the six weeks fully paid, which can increase to 12 weeks with existing paid time off. They didn't have paid parental leave time before.

The change doesn't affect the city's 300,000 unionized workers. But officials say the benefit can be added to those contracts via collective bargaining.

To cover the \$15 million cost, the non-union employees will give back two vacation days and the city will rescind a small portion of a planned 2017 raise.

De Blasio says the change brings New York in line with cities like Pittsburgh and Austin, Texas

[NYC 6-Week Paid Parental Leave For 20,000 New York City Workers To Be Offered, Mayor De Blasio Says](#)

INTERNATIONAL BUSINESS TIMES - Andrew Burton

Twenty-thousand public employees in New York City will be offered six weeks of paid parental leave, Mayor Bill de Blasio announced Tuesday. The offer will be among the most generous family leave policies in the country, according to a statement from his office, and will go into effect Jan. 1, 2016.

The plan was expected to cover maternity, paternity, adoption and foster care leave. De Blasio, among the country's most liberal mayors, will enact the plan by executive order. The benefits will initially apply only to non-unionized workers.

"Too many new parents face an impossible choice: taking care of their child or getting their paycheck," de Blasio said in the statement. "This is a common-sense policy that will make for healthier and more financially stable working families."

To pay for the added benefits, longtime employees who currently receive 27 vacation days per year will lose two of those days, and the city will also cancel a planned 0.47 percent raise for managers that was scheduled for 2017. The parental-leave benefits will cost some \$15 million, and combined with existing paid time off, some employees will be eligible for as many as 12 weeks off, WNYC reported.

"I remember after Chiara was born, just our economic reality was that Chirlane had to go back to work very quickly," de Blasio told WNYC, referencing his daughter and wife, respectively. "She has always felt a tension over that. She didn't feel good about not being able to spend more time with Chiara."

Paid family leave has become increasingly common in the private sector in an effort to make businesses more appealing to employees. The benefit remains rare in the public sector, however. Very few American cities offer paid leave. The U.S. is one of two countries — the other Papua New Guinea — that does not guarantee some form of paid parental leave.

[Great Victory on Parental Leave for New York City Workers](#)

A BETTER BALANCE - Staff

NYC Mayor de Blasio's announcement today that the city will provide paid family leave to approximately 20,000 city workers is a great step forward in the efforts going on around the country to insure that families can care for new children without risking their economic security. A Better Balance has been working with the Administration analyzing other paid leave programs and offering advice on various policy proposals for over a year and we are delighted with the outcome of the Mayor's efforts to support city workers when a new child is added to their family.

We are thrilled that the plan will give workers full salary for 6 weeks (as well as the chance to use other leave to allow 12 weeks off with pay) and that the plan will allow time off for both mothers and fathers and for birth children as well as adopted and foster care children. Although the policy only applies to workers who are not in the city's various unions, the Mayor has made clear his commitment to open talks with all unions so that all city workers can be covered. City workers will not have to pay for this excellent benefit and by using city money that was formerly budgeted for other personnel costs, there will be no need for an increase in taxes.

This is a win-win for everyone – city workers, their families and the City of New York. Not only will this be a good thing for the morale and wellbeing of city workers, but all New York City residents should be proud that our city is a leader in the national movement to insure paid leave for families when they need it to care for a new child.

We hope this announcement will spur the Governor and New York State legislature to act this year to insure that all New Yorkers, wherever they work, will have access to paid family leave.

[Mulgrew on paid parental leave](#)

UNITED FEDERATION OF TEACHERS - Staff

On Dec. 22, 2015, New York City Mayor Bill de Blasio announced a new policy guaranteeing six weeks of paid parental leave (covering maternity, paternity, adoption and foster care leave) to non-union city employees beginning in January 2016. When combined with existing paid time off, some employees will be eligible for up to 12 weeks total. The policy does not apply to the city's 300,000 union employees, but the mayor's office says it is "ready to immediately enter talks with its municipal unions about extending the policy to their covered employees."

In response, UFT President Michael Mulgrew issued the following statement:

We have been trying for years to interest various city administrations in expanding parental leave, and finally have a willing partner on an issue that is very important to us. We look forward to negotiating with the administration for an appropriate way to extend and expand parental benefits for our members.

[How All New Yorkers Benefit When Municipal Workers Get Paid Parental Leave](#)

DEMOS - Amy Traub

Now that's a holiday gift! On Tuesday, NYC Mayor Bill de Blasio announced that approximately 20,000 employees of New York City would be guaranteed paid parental leave—giving mothers and fathers critical time off to bond with a new baby, adoptee, or foster child without giving up a

paycheck.

Although paid leave for new parents is the standard worldwide, the United States guarantees zero paid time off for mothers or fathers. As a result, nearly 1 in 4 employed U.S. mothers return to work within two weeks of childbirth, according to research from former Demos fellow Sharon Lerner. This puts the health of parents and their babies at risk and weakens family economic stability. As I've argued before, a lack of paid leave also undermines women's equality.

The mayor's executive order will give municipal workers six weeks of paid leave at their full salaries, which can be combined with existing sick and vacation leave to provide up to 12 weeks of paid leave. And while the mayor cannot unilaterally change employment terms for New York's 300,000 unionized employees, the city expressed willingness to start immediate talks with municipal unions about adding paid family leave for their members. City unions have responded that they are indeed interested.

Thanks to Mayor de Blasio's leadership, employees of New York City can look forward to happier, healthier, and more economically secure times as they welcome new little ones in 2016 and beyond.

But it's not just municipal employees who stand to benefit.

When President Obama took executive action this year to extend paid leave for federal workers, he argued that it would "help achieve the goals of recruiting and retaining talent, lowering costly worker turnover, increasing employee engagement, boosting employee morale, and ensuring a diverse and inclusive workforce." A growing number of high-profile tech employers, from Netflix to Facebook to PayPal are expanding their paid leave policies with same aim. There is no reason New York City could not reap similar gains from the family-friendly policy.

At the same time, all New Yorkers—and all Americans—will benefit if New York City's bold action inspires more momentum for change at the state and national level. Legislation to expand paid leave for all working people is pending in Congress, as well as in a number of states, including New York. By extending paid leave to city workers, Mayor de Blasio could be putting this critical benefit a step closer for all of us.

[Mayor de Blasio Announces New Paid Parental Policy](#)

JP UPDATES - Menachem Rephun

Today, Mayor Bill de Blasio announced a new paid parental leave policy for NYC workers. Offer six weeks of paid leave for maternity, paternity, adoption, and foster care at 100% salary, the policy is expected to push NY to the forefront of city/state policies nation-wide. De Blasio will sign an executive order enabling NYC to provide its roughly 20,000 managerial/original jurisdiction employees with the new policy effective January 1.

"Too many new parents face an impossible choice: taking care of their child or getting their paycheck," de Blasio said. "New York City is leading by example, putting us at the forefront of paid parental leave policies around the country. This is a common sense policy that will make for healthier and more financially stable working families – making it good for employees and employers."

The policy has also garnered support from Brooklyn Borough President Eric Adams.

"Paid parental leave has been a focus of mine since the launch of Family Friendly Brooklyn, my

vision for a borough that prioritizes the wellness of nearly 200,000 Brooklynites under the age of five,” Adams said. “I am pleased that dialogue with City Hall has helped foster a robust policy allowing men and women employed by our City to put the health of their families first during the fundamental beginning of their newborns’ lives. Paid parental leave assists our efforts to address the inequality gap and helps all of Brooklyn’s children start off on more equal footing, all without putting one’s job security in the balance. Mayor de Blasio’s executive order is a crucial step toward achieving universal paid parental leave across our state and our country.”

Sen. Kirsten Gillibrand has also expressed support.

“This new policy is another clear sign that cities across the country are realizing the value of family-friendly workplace policies,” Gillibrand said.

“We need a national paid-leave program that covers all working Americans. I am thrilled that Mayor de Blasio is taking a lead in this important fight by giving thousands of New York City workers extended paid parental leave. We must continue pushing to ensure that all working families have financial security with access to these common sense policies.”

Along with Lesotho, Swaziland, and Papua New Guinea, the U.S. is currently the only country in the world that does not mandate paid maternity leave. By contrast, the U.K. offers 90% pay for 280 days, Mexico offers 100% pay for 84 days, Russia offers 100% pay for 140 days, and Indonesia offers 100% pay for 84 days of both maternity and paternity leave. Other countries offering 100% paid parental leave are Germany, India, China, France (offering both paid maternity and paternity leave), and Brazil.

[De Blasio Announces 6 Weeks Of Paid Parental Leave For Non-Union City Workers](#)

GOTHAMIST - Emma Whitford

All non-union city employees will receive six weeks of paid parental leave starting in 2016 thanks to an executive order from Mayor de Blasio announced Tuesday.

"I remember after Chiara was born, just our economic reality was that Chirlane had to go back to work very quickly," Mayor de Blasio told WNYC, which first reported the announcement. "She has always felt a tension over that. She didn't feel good about not being able to spend more time with Chiara."

The Mayor's office says that the new terms will be applicable to 20,000 city employees, and will cover six weeks at 100% pay rate. Combined with existing sick and vacation leave, some employees will be eligible for 12 paid weeks, total.

The policy will cover maternity and paternity leave, as well as adoption and foster care.

Parental leave has not historically been a legal requirement in New York State. However, the national Family and Medical Leave act mandates up to 12 weeks of unpaid, job-protected parental leave following the birth of a child. Time off due to pregnancy complications can be subtracted from this. The law applies to public agencies, public and private schools, and any company with more than 50 employees, so long as the employee meets a lengthy list of additional requirements.

After their son died on his first day of day care in July, Amber Scoriah and Lee Towndrow have been campaigning for paid parental leave.

Scoriah and Towndrow, both occasional Gothamist contributors, work full-time—Scoriah as an

editorial producer at Scholastic, and Towndrow is a freelance visual effects artist. "Without a solid paid parental leave program in the US, you can choose to step away from your job, but then you lose your health insurance and your income," Towndrow told us last month. "You're putting your child more at risk."

In a heartbreaking op-ed published in the NY Times, Scoriah elaborates on the painful bind she and her partner found themselves in, and their realization that day care was the only feasible option. She writes, "I justified it a million ways, as one justifies when one has run out of alternatives." In response to the Mayor's announcement, Scoriah said that while six weeks is a "commendable step," the new guidelines could go much farther.

"All progress forward on this issue is a relief to me, but the narrow segment of the population who will receive this, along with the extremely short duration of leave it guarantees illustrates the gaping need for the United States to change its outdated policies and pass a national parental leave system that works for all families," she said. "We are so far behind."

Out of 41 countries highlighted in a recent International Labor Organization study, the US mandates the shortest parental leave. Iceland has the second-shortest leave, at 13 weeks, but it's entirely compensated. The UK and Australia mandate an entire year, partially compensated.

While the city's 300,000 union employees are not covered by the policy—any changes to their existing contracts must be negotiated through collective bargaining—the Mayor's office has stated that it is "ready to immediately enter talks with its municipal unions about extending the policy to their covered employees."

"[Service workers' union] 32BJ SEIU and our 70,000 members in New York applaud Mayor de Blasio and his administration for this important step forward in the continued fight for paid leave for working men and women," said 32BJ President Hector Figueroa in a statement. "We look forward to working with the administration on this policy."

According to de Blasio's announcement, the city plans to fund the new parental leave initiative—estimated to cost about \$15 million annually—by capping vacation days at 25 for long-term employees with at least 15 years on the job (down from 27). The city will also redact a planned 0.47% raise planned for non-union managerial workers for July 2017.

[Mayor Announces Plan to Offer 6 Weeks of Paid Parental Leave for Some City Workers](#)

NY1 - Staff

Mayor de Blasio announces a plan to offer six weeks paid parental leave for some city workers.

Twenty thousand managers and non-unionized workers would be eligible under the new policy, as of January 1.

The plan covers adoption and foster care for those workers at up 100 percent of their salary or 12 weeks fully paid when combined with existing leave.

The city's 300,000 union employees are not eligible, but could negotiate the same leave through their separate unions.

The plan is expected to cost 15 million dollars with no new charges to city taxpayers.

However, vacation time for eligible workers will be cut and a small portion of a multi-year raise

will be revoked.

[NYC Approves 6-Week Paid Parental Leave For Non-Union City Workers](#)

CBS 2 - Staff/AP

New York City's non-union employees will soon have six weeks of paid parental leave.

Mayor Bill de Blasio announced Tuesday that he will sign an executive order next month adding the benefit.

The issue is personal for de Blasio, who said his wife was forced to return to work shortly after the birth of their daughter, WCBS 880's Marla Diamond reported. In January, 20,000 managers and non-unionized city workers will be eligible for six weeks paid parental leave at 100 percent of their salary.

"When parents have a chance to be with their children in those formative weeks and months, they're gonna be better, happier, more productive parents," Deputy Mayor Alicia Glen told 1010 WINS' Al Jones.

Donna Dolan, Director of New York's Paid Leave Coalition, said the decision is a game-changer.

"Finally, there will be parents in New York City that won't have to worry about financial insecurity if they try to take time off to spend time with a newborn," Dolan said.

The change doesn't affect the city's 300,000 unionized workers. But officials say the benefit can be added to those contracts via collective bargaining.

To cover the \$15 million cost, the non-union employees will give back two vacation days and the city will rescind a small portion of a planned 2017 raise.

De Blasio says the change brings New York in line with cities like Pittsburgh and Austin, Texas.

"We have an opportunity to show the nation that we can have thoughtful, progressive policies around families," Glen said.

[NYC's employees getting 6 weeks paid parental leave](#)

CBS NEWS - AP

New York City's non-union employees will soon have six weeks of paid parental leave.

Mayor Bill de Blasio announced Tuesday that he will sign an executive order next month adding the benefit.

Approximately 20,000 employees will now get the six weeks fully paid, which can increase to 12 weeks with existing paid time off. They didn't have paid parental leave time before.

The change doesn't affect the city's 300,000 unionized workers. But officials say the benefit can be added to those contracts via collective bargaining.

To cover the \$15 million cost, the non-union employees will give back two vacation days and the city will rescind a small portion of a planned 2017 raise.

De Blasio says the change brings New York in line with cities like Pittsburgh and Austin, Texas.

[NYC workers to get 6 weeks of paid parental leave](#)

FOX 5 - AP

New York City's non-union employees will soon have six weeks of paid parental leave.

Mayor Bill de Blasio announced Tuesday that he will sign an executive order next month adding the benefit.

Approximately 20,000 employees will now get the six weeks fully paid, which can increase to 12 weeks with existing paid time off. They didn't have paid parental leave time before.

The change doesn't affect the city's 300,000 unionized workers. But officials say the benefit can be added to those contracts via collective bargaining.

To cover the \$15 million cost, the non-union employees will give back two vacation days and the city will rescind a small portion of a planned 2017 raise.

De Blasio says the change brings New York in line with cities like Pittsburgh and Austin, Texas.

[NEW YORK CITY EMPLOYEES TO RECEIVE PAID PARENTAL LEAVE](#)

ABC 7 - Staff

Mayor Bill de Blasio on Tuesday announced a new paid parental leave policy for New York City employees that allows six weeks of paid time off for maternity, paternity, adoption and foster care leave at 100 percent of salary, or up to 12 weeks total when combined with existing leave.

The policy brings New York City in line with the most generous localities in the country, Austin and Pittsburgh.

De Blasio will sign an executive order so that the city can provide its approximately 20,000 managerial and original jurisdiction employees with this new paid parental leave policy as of January 1, 2016. Any changes to benefits for represented employees must be done through collective bargaining, and the city is ready to immediately enter talks with its municipal unions about extending the policy to their covered employees.

"Too many new parents face an impossible choice, taking care of their child or getting their paycheck," de Blasio said. "New York City is leading by example, putting us at the forefront of paid parental leave policies around the country. This is a common-sense policy that will make for healthier and more financially stable working families, making it good for employees and employers."

To cover the \$15 million cost, the non-union employees will give back two vacation days, and the city will take back a small portion of a planned 2017 raise.

[NYC Employees to Receive 6 Weeks of Paid Parental Leave](#)

ABC NEWS - AP

New York City's non-union employees will soon have six weeks of paid parental leave.

Mayor Bill de Blasio announced Tuesday that he will sign an executive order next month adding the benefit.

Approximately 20,000 employees will now get the six weeks fully paid, which can increase to 12 weeks with existing paid time off. They didn't have paid parental leave time before.

The change doesn't affect the city's 300,000 unionized workers. But officials say the benefit can be added to those contracts via collective bargaining.

To cover the \$15 million cost, the non-union employees will give back two vacation days and the city will rescind a small portion of a planned 2017 raise.

De Blasio says the change brings New York in line with cities like Pittsburgh and Austin, Texas.

[Mayor Bill de Blasio announces new parental leave policy for city workers](#)

NEWS 12 - Staff

Mayor Bill De Blasio announced a new paid parental leave policy for non-union city workers Tuesday.

He says employees will now get paid time off for six weeks for maternity, paternity, adoption and foster care leave.

Parents can even jump up to 12 weeks when combined with existing leave, but workers will have to give back two vacation days and a planned raise to make up the costs.

De Blasio says, "Too many new parents face an impossible choice: taking care of their child or getting their paycheck. This is a common sense policy that will make for healthier and more financially stable working families."

President of the United Federation of Teachers Michael Mulgr says "We have been trying for years to interest various city administrations in expanding parental leave, and finally have a willing partner on an issue that is very important to us. We look forward to negotiating with the administration for an appropriate way to extend and expand parental benefits for our members."

The policy goes into effect Jan. 1

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Mahen Gunaratna

Director of Research and Media Analysis

Mayor's Press Office | City Hall

mgunaratna@cityhall.nyc.gov

(212) 676-3154 (o) | (347)-268-4295 (c)



national
partnership







**Moms
Rising**











From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [\[REDACTED\]](#); [John Del Cecato \(ifdc@akpdmedia.com\)](mailto:John.Del.Cecato@ifdc@akpdmedia.com)
Subject: MINI SCHEDULE - Thursday, December 24, 2015
Date: Wednesday, December 23, 2015 7:56:16 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, December 24, 2015

WEATHER: Hi of 72 Low of 59, AM Showers
ATTIRE: Business

6:45 - 7:15 AM	TRAVEL FROM GRAICE TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
7:45 - 8:45 AM	[REDACTED] [REDACTED] [REDACTED]
9:30 - 10:30 AM	MEETING WITH TOM Location: Little Purity at 390 7th Avenue, Brooklyn
10:30 - 11:00 AM	NEWS WITH KAREN
10:30 - 11:00 AM	TRAVEL FROM 390 7TH AVENUE TO CITY HALL Travel Time: 30 Mins. Car: [REDACTED]
11:00 - 12:00 PM	MEETING WITH KEVIN O'BRIEN Location: City Hall, The Mayor's Office
12:00 - 1:00 PM	MEETING WITH COMMISSIONER MARK PETERS Location: City Hall, The Mayor's Office
1:00 - 2:00 PM	[REDACTED] BRIEFING Location: City Hall, The Governors Room
2:00 - 2:30 PM	MEETING KAREN HINTON Location: City Hall, The Mayor's Office
2:30 - 3:00 PM	CONFERENCE CALL [REDACTED] Call In # [REDACTED] Code: [REDACTED]

3:00 - 3:30 PM

[REDACTED]

Location:

[REDACTED]

3:30 - 4:00 PM

CALL WITH FRITZ SCHWARTZ

Notes:

YOU call

[REDACTED]

4:00 - 4:15 PM

CALL WITH BILL WHITE, FORMER MAYOR OF HOUSTON

Notes:

YOU call

[REDACTED]

4:30 - 4:45 PM

CALL WITH MAYOR ANNISE PARKER OF HOUSTON

Notes:

YOU call her at

[REDACTED]

5:00 - 5:30 PM

TRAVEL FROM CITY HALL TO GRACIE MANSION

Travel Time: 30 Mins.

Car:

[REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled press conference

FLONYC SCHEDULE

7:45 - 8:45 AM

[REDACTED]

From: [Fialkoff, Gabrielle](#)
To: ["jfdc@akpdmedia.com"](mailto:jfdc@akpdmedia.com)
Subject: Thank You
Date: Thursday, December 24, 2015 10:49:41 AM
Attachments: [image001.png](#)



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

Dear John –

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



From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(ifdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Friday, December 25, 2015
Date: Thursday, December 24, 2015 6:43:58 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, December 25, 2015

WEATHER: Hi of 65 Low of 52, Mostly Cloudy
ATTIRE: Business
Notes: [REDACTED]

11:15 - 11:30 AM TRAVEL FROM GRACIE TO 145TH STREET
Travel Time: 15 Mins.
Car: [REDACTED]

11:30 - 12:30 PM REMARKS AT CHRISTMAS AT NAN
Location: House of Justice, 106 W. 145th Street
Site Contact: Michael Hardy
Telephone: [REDACTED]
Staff Contact: Harold Miller
Telephone: [REDACTED]
Press Contact: Amy Spitalnick
Telephone: [REDACTED]
Site Advance: Andrew Schustek
Telephone: [REDACTED]

12:30 - 12:45 PM TRAVEL FROM 145TH STREET TO GRACIE MANSION
Travel Time: 15 Mins.
Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No Scheduled press conference

FLONYC SCHEDULE
No Scheduled events

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#)
[\[REDACTED\]](#); [John Del Cecato \(jfdc@akpdmedia.com\)](#)
Subject: MINI SCHEDULE - Saturday, December 26, 2015
Date: Friday, December 25, 2015 5:12:48 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, December 26, 2015

WEATHER: Hi of 56 Low of 54, Light Rain
ATTIRE: Casual

11:00 - 11:30 AM TRAVEL FROM GRACIE MANSION TO
[REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

12:00 - 1:00 PM [REDACTED]
[REDACTED] [REDACTED]

1:30 - 2:00 PM TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

2:00 - 2:30 PM [REDACTED] CALL
Call in # [REDACTED]
Code: [REDACTED]

496

CITY HALL STEPS PRESS CONFERENCES
No Scheduled press conference

FLONYC SCHEDULE
12:00 - 1:00 PM [REDACTED]
2:00 - 2:30 PM [REDACTED] CALL

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [\[REDACTED\]](#); [John Del Cecato \(ifdc@akpdmedia.com\)](mailto:John.Del.Cecato@ifdc@akpdmedia.com)
Subject: MINI SCHEDULE - Sunday, December 27, 2015
Date: Friday, December 25, 2015 5:59:02 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, December 27, 2015

WEATHER: Hi of 69 Low of 46, Cloudy
ATTIRE: Casual

10:30 - 11:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

11:30 - 12:30 PM [REDACTED]
[REDACTED] [REDACTED]

1:00 - 1:30 PM TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

7:00 - 9:00 PM [REDACTED] [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No Scheduled press conference

FLONYC SCHEDULE

11:30 - 12:30 PM [REDACTED]
7:00 - 9:00 PM [REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [John Del Cecato \(jfdc@akpdmedia.com\)](mailto:John.Del.Cecato@akpdmedia.com)
Subject: MINI SCHEDULE - Monday, December 28, 2015
Date: Friday, December 25, 2015 6:01:15 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, December 28, 2015

WEATHER: Hi of 69 Low of 43, Cloudy
ATTIRE: Casual

8:00 - 8:30 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
9:00 - 10:00 AM	[REDACTED] [REDACTED] [REDACTED]
10:30 - 11:00 AM	TRAVEL FROM [REDACTED] TO CITY HALL Travel Time: 30 Mins. Car: [REDACTED]
11:00 - 12:00 PM	[REDACTED] Location: [REDACTED]
12:00 - 12:30 PM	[REDACTED] Location: [REDACTED]
12:30 - 1:30 PM	MEETING WITH RACHEL AND TONY Location: City Hall, The Mayor's Office
1:30 - 2:00 PM	[REDACTED] Location: [REDACTED]
2:00 - 3:30 PM	(T) MEETING WITH HERMENIA PALACIO Location: City Hall, The Mayor's Office
3:30 - 5:00 PM	[REDACTED] Location: [REDACTED]
5:00 - 5:30 PM	TRAVEL FROM CITY HALL TO GRACIE MANSION Travel Time: 30 Mins.

Car: [REDACTED]

5:30 - 6:30 PM [REDACTED]

6:30 - 7:30 PM [REDACTED] CALL TIME WITH KAYLA

CITY HALL STEPS PRESS CONFERENCES
No Scheduled press conference

FLONYC SCHEDULE
9:00 - 10:00 AM [REDACTED]

From: [McGinn, Isaac](#)
Bcc: [Viguers, Jonathan](#); [Almonte, Catherine](#); [geri@progressiveagenda.us](#); [Rebecca Katz \(hilltoppublicsolutions.com\)](#); [Hayley@progressiveagenda.us](#); [jfdc@akpdmedia.com](#); [Klein, Monica](#); [Walzak, Phil](#); [Hagelgans, Andrea](#); [Hinton, Karen](#); [Adams Baker, Marti](#); [Kadushin, Peter](#); [Blumm, Kate](#); [B](#); [floync@cityhall.nyc.gov](#); [@Research Office](#); [McGinn, Isaac](#)
Subject: Income Inequality in the News – Saturday, December 26, 2015
Date: Saturday, December 26, 2015 11:58:34 PM

Income Inequality in the News – Saturday, December 26, 2015

Headlines:

[Why America Is Moving Left](#)

THE ATLANTIC - Peter Binary

[2015: The Best Year in History for the Average Human Being](#)

THE ATLANTIC - Charles Kenny

[A Plan to Rank 'Just' Companies Aims to Close the Wealth Gap](#)

NY TIMES - Alessandra Stanley

[The Marriages of Power Couples Reinforce Income Inequality](#)

NY TIMES - Tyler Cowen

[Hillary Clinton Confidently Embraces Bill Clinton's Economic Record](#)

NY TIMES - Amy Chozick

[Editorial: Paid Parental Leave Comes to New York City](#)

NY TIMES - Editorial

[Cronyism Causes the Worst Kind of Inequality](#)

BLOOMBERG NEWS - Noah Smith

[America's zip code inequality](#)

BROOKINGS INSTITUTE - Richard Reeves

[Column: Actually, things are pretty good](#)

USA TODAY - Glenn Harlan Reynolds

[Obama's agenda breaks through in 2015](#)

POLITICO - Nancy Cook

[Obama's year in regulations](#)

THE HILL - Tim Devaney

[Why Raising The Minimum Wage Probably Won't Fix Income Inequality](#)

HUFFINGTON POST - Shane Ferro

[Inequality is destroying American democracy](#)

AL JAZEERA AMERICA - Sean McElwee

[Is shrinking the middle class a good thing?](#)

AL JAZEERA AMERICA - Lynn Stuart Parramore

[African-Americans Most Likely to Attend Low-Quality Colleges](#)

TIME - Kim Clark

[The Melting Away of North Atlantic Social Democracy](#)

TALKING POINTS MEMO - J Bradford Delong

[Income inequality begins to reshape holiday shopping](#)

CHRISTIAN SCIENCE MONITOR - Mark Trumbull

[Income Inequality Leads to Less Happy People](#)

CITY LAB - Richard Florida

[Media Notices Homeless People on Streets, Blames Progressive Mayor](#)

THE NATION - Patrick Markee

[A Wall Street-Main Street split](#)

BOSTON GLOBE - Michael Kranish

[Hope and danger in income inequality](#)

HOUSTON CHRONICLE - Chris Ladd

[Pew Research Survey Shows Income Often Determines What Families Worry About](#)

ATLANTA BLACK STAR - Manny Otiko

[Opinion: Focusing On Health without Income Equality Is Not Enough](#)

NJ POLITICKER - Ann Twomey

[New Book Explains Why U.S. Has Worst Income Inequality Among Developed Nations](#)

BETWEEN THE LINES - Staff

[Why '90s-era Bill Clinton would fail to win the 2016 Democratic nomination](#)

THE WEEK - James Pethokoukis

[These Charts on Jobs and Wages Should Be at Center of '16 Election](#)

THE STREET - Leon Lazaroff

[How the IRS could help close the wealth gap in the United States](#)

FUSION - David Floyd

[Mutual Fund Trends: Stock Pickers Are Banking on Bank Stocks](#)

ABC NEWS - Stan Choe

[Column: These facts about inequality can't be whitewashed](#)

PBS NEWS HOUR - John Komlos

Income Inequality in the News:

[Why America Is Moving Left](#)

THE ATLANTIC - Peter Binary

Over roughly the past 18 months, the following events have transfixed the nation.

In July 2014, Eric Garner, an African American man reportedly selling loose cigarettes illegally, was choked to death by a New York City policeman.

That August, a white police officer, Darren Wilson, shot and killed an African American teenager, Michael Brown, in Ferguson, Missouri. For close to two weeks, protesters battled police clad in military gear. Missouri's governor said the city looked like a war zone.

In December, an African American man with a criminal record avenged Garner's and Brown's deaths by murdering two New York City police officers. At the officers' funerals, hundreds of police turned their backs on New York's liberal mayor, Bill de Blasio.

In April 2015 another young African American man, Freddie Gray, died in police custody, in Baltimore. In the chaos that followed, 200 businesses were destroyed, 113 police officers were injured, and 486 people were arrested. To avoid further violence, a game between the Baltimore Orioles and the Chicago White Sox was postponed twice, then played in an empty stadium with police sirens audible in the distance.

Then, in July, activists with Black Lives Matter, a movement that had gained national attention after Brown's death, disrupted speeches by two Democratic presidential candidates in Phoenix, Arizona. As former Maryland Governor Martin O'Malley fidgeted onstage, protesters chanted, "If I die in police custody, avenge my death! By any means necessary!" and "If I die in police custody, burn everything down!" When O'Malley responded, "Black lives matter, white lives matter, all lives matter," the crowd booed loudly. Later that day, O'Malley apologized. Donald Trump, who had ascended to first place in the race for the Republican presidential nomination while promising to represent the "silent majority," called O'Malley "a disgusting little weak, pathetic baby."

Anyone familiar with American history can hear the echoes. The phrase by any means necessary was popularized by Malcolm X in a June 1964 speech in Upper Manhattan. In the wake of Martin Luther King Jr.'s assassination in April 1968, Baltimore burned, as many cities did amid the racial violence that

broke out every spring and summer from 1964 to 1969. In November 1969, in a speech from the Oval Office, Richard Nixon uttered the phrase silent majority. It soon became shorthand for those white Americans who, shaken by crime and appalled by radicalism, turned against the Democratic Party in the '60s and '70s. For Americans with an ear for historical parallels, the return of that era's phrases and images suggests that a powerful conservative backlash is headed our way.

At least, that was my thesis when I set out to write this essay. I came of age in the '80s and '90s, when the backlash against '60s liberalism still struck terror into Democratic hearts. I watched as Ronald Reagan moved the country hard to the right, and as Bill Clinton made his peace with this new political reality by assuring white America that his party would fight crime mercilessly. Seeing this year's Democratic candidates crumble before Black Lives Matter and shed Clinton's ideological caution as they stampeded to the left, I imagined the country must be preparing for a vast conservative reaction.

But I was wrong. The more I examined the evidence, the more I realized that the current moment looks like a mirror image of the late '60s and early '70s. The resemblances are clear, but their political significance has been turned upside down. There is a backlash against the liberalism of the Obama era. But it is louder than it is strong. Instead of turning right, the country as a whole is still moving to the left.

That doesn't mean the Republicans won't retain strength in the nation's statehouses and in Congress. It doesn't mean a Republican won't sooner or later claim the White House. It means that on domestic policy—foreign policy is following a different trajectory, as it often does—the terms of the national debate will continue tilting to the left. The next Democratic president will be more liberal than Barack Obama. The next Republican president will be more liberal than George W. Bush.

In the late '60s and '70s, amid left-wing militancy and racial strife, a liberal era ended. Today, amid left-wing militancy and racial strife, a liberal era is only just beginning.

Understanding why requires understanding why the Democratic Party—and more important, the country at large—is becoming more liberal.

The story of the Democratic Party's journey leftward has two chapters. The first is about the presidency of George W. Bush. Before Bush, unapologetic liberalism was not the Democratic Party's dominant creed. The party had a strong centrist wing, anchored in Congress by white southerners such as Tennessee Senator Al Gore, who had supported much of Ronald Reagan's defense buildup, and Georgia Senator Sam Nunn, who had stymied Bill Clinton's push for gays in the military. For intellectual guidance, centrist Democrats looked to the Democratic Leadership Council, which opposed raising the minimum wage; to *The New Republic* (a magazine I edited in the early 2000s), which attacked affirmative action and *Roe v. Wade*; and to the *Washington Monthly*, which proposed means-testing Social Security.

Centrist Democrats believed that Reagan, for all his faults, had gotten some big things right. The Soviet Union had been evil. Taxes had been too high. Excessive regulation had squelched economic growth. The courts had been too permissive of crime. Until Democrats acknowledged these things, the centrists believed, they would neither win the presidency nor deserve to. In the late 1980s and the 1990s, an influential community of Democratic-aligned politicians, strategists, journalists, and wonks believed that critiquing liberalism from the right was morally and politically necessary.

George W. Bush wiped this community out. Partly, he did so by rooting the GOP more firmly in the South—Reagan's political base had been in the West—aiding the slow-motion extinction of white southern Democrats that had begun when the party embraced civil rights. But Bush also destroyed centrist Democrats intellectually, by making it impossible for them to credibly critique liberalism from the right.

In the late 1980s and the 1990s, centrist Democrats had argued that Reagan's decisions to cut the top income-tax rate from 70 percent to 50 percent and to loosen government regulation had spurred economic growth. When Bush cut the top rate to 35 percent in 2001 and further weakened regulation, however, inequality and the deficit grew, but the economy barely did—and then the financial system crashed. In the late '80s and the '90s, centrist Democrats had also argued that Reagan's decision to boost defense spending and aid the Afghan mujahideen had helped topple the Soviet empire. But in 2003, when Bush invaded Iraq, he sparked the greatest foreign-policy catastrophe since Vietnam.

If the lesson of the Reagan era had been that Democrats should give a Republican president his due, the lesson of the Bush era was that doing so brought disaster. In the Senate, Bush's 2001 tax cut passed with 12 Democratic votes; the Iraq War was authorized with 29. As the calamitous consequences of these votes became clear, the revolt against them destroyed the Democratic Party's centrist wing. "What I want to know," declared an obscure Vermont governor named Howard Dean in February 2003, "is why in the world the Democratic Party leadership is supporting the president's unilateral attack on Iraq. What I want to know is, why are Democratic Party leaders supporting tax cuts?" By year's end, Dean—running for president against a host of Washington Democrats who had supported the war—was the clear front-runner for his party's nomination.

With the Dean campaign came an intellectual revolution inside the Democratic Party. His insurgency helped propel Daily Kos, a group blog dedicated to stiffening the liberal spine. It energized the progressive activist group MoveOn. It also coincided with Paul Krugman's emergence as America's most influential liberal columnist and Jon Stewart's emergence as America's most influential liberal television personality. In 2003, MSNBC hired Keith Olbermann and soon became a passionately liberal network. In 2004, The New Republic apologized for having supported the Iraq War. In 2005, The Huffington Post was born as a liberal alternative to the Drudge Report. In 2006, Joe Lieberman, the Democratic Party's most outspoken hawk, lost his Democratic Senate primary and became an Independent. In 2011, the Democratic Leadership Council—having lost its influence years earlier—closed its doors.

By the time Barack Obama defeated Hillary Clinton for the Democratic presidential nomination in 2008, in part because of her support for the Iraq War, the mood inside the party had fundamentally changed. Whereas the party's most respected thinkers had once urged Democrats to critique liberal orthodoxy, they now criticized Democrats for not defending that orthodoxy fiercely enough. The presidency of George W. Bush had made Democrats unapologetically liberal, and the presidency of Barack Obama was the most tangible result.

But that's only half the story. Because if George W. Bush's failures pushed the Democratic Party to the left, Barack Obama's have pushed it even further. If Bush was responsible for the liberal infrastructure that helped elect Obama, Obama has now inadvertently contributed to the creation of two movements—Occupy and Black Lives Matter—dedicated to the proposition that even the liberalism he espouses is not left-wing enough.

Given the militant opposition Obama faced from Republicans in Congress, it's unclear whether he could have used the financial crisis to dramatically curtail Wall Street's power. What is clear is that he did not. Thus, less than three years after the election of a president who had inspired them like no other, young activists looked around at a country whose people were still suffering, and whose financial titans were still dominant. In response, they created Occupy Wall Street.

When academics from the City University of New York went to Zuccotti Park to study the people who had taken it over, they found something striking: 40 percent of the Occupy activists had worked on the 2008 presidential campaign, mostly for Obama. Many of them had hoped that, as president, he would bring fundamental change. Now the collapse of that hope had led them to challenge Wall Street directly. "Disenchantment with Obama was a driver of the Occupy movement for many of the young people who

participated,” noted the CUNY researchers. In his book on the movement, *Occupy Nation*, the Columbia University sociologist Todd Gitlin quotes Jeremy Varon, a close observer of Occupy who teaches at the New School for Social Research, as saying, “This is the Obama generation declaring their independence from his administration. We thought his voice was ours. Now we know we have to speak for ourselves.”

For a brief period, Occupy captured the nation’s attention. In December 2011, Gitlin notes, the movement had 143 chapters in California alone. Then it fizzled. But as the political scientist Frances Fox Piven has written, “The great protest movements of history ... did not expand in the shape of a simple rising arc of popular defiance. Rather, they began in a particular place, sputtered and subsided, only to re-emerge elsewhere in perhaps a different form, influenced by local particularities of circumstance and culture.”

That’s what happened to Occupy. The movement may have burned out, but it injected economic inequality into the American political debate. (In the weeks following the takeover of Zuccotti Park, media references to the subject rose fivefold.) The same anger that sparked Occupy—directed not merely at Wall Street but at the Democratic Party elites who coddled it—fueled Bill de Blasio’s election and Elizabeth Warren’s rise to national prominence. And without Occupy, it’s impossible to understand why a curmudgeonly Democratic Socialist from Vermont is seriously challenging Hillary Clinton in the early primary states. The day Bernie Sanders announced his candidacy, a group of Occupy veterans offered their endorsement. In the words of one former Occupy activist, Stan Williams, “People who are involved in Occupy are leading the biggest group for Bernie Sanders. Our fingers are all over this.”

Arguably more significant than the Sanders campaign itself is the way Democratic elites have responded to it. In the late 1980s and the ’90s, they would have savaged him. For the Democratic Leadership Council, which sought to make the party more business-friendly, an avowed Socialist would have been the perfect foil. Today, in a Democratic Party whose guiding ethos is “no enemies to the left,” Sanders has met with little ideological resistance. That’s true not only among intellectuals and activists but among many donors. Journalists often assume that Democrats who write big checks oppose a progressive agenda, at least when it comes to economics. And some do. But as John Judis has reported in *National Journal*, the Democracy Alliance, the party’s most influential donor club, which includes mega-funders such as George Soros and Tom Steyer, has itself shifted leftward during the Obama years. In 2014, it gave Warren a rapturous welcome when she spoke at the group’s annual winter meeting. Last spring it announced that it was making economic inequality its top priority.

All of this has shaped the Clinton campaign’s response to Sanders. At the first Democratic debate, she noted that, unlike him, she favors “rein[ing] in the excesses of capitalism” rather than abandoning it altogether. But the only specific policy difference she highlighted was gun control, on which she attacked him from the left.

Moreover, the Occupy-Warren-Sanders axis has influenced Clinton’s own economic agenda, which is significantly further left than the one she ran on in 2008. She has called for tougher regulation of the financial industry, mused about raising Social Security taxes on the wealthy (something she opposed in 2008), and criticized the Trans-Pacific Partnership (a trade agreement she once gushed about). Overall, Vox’s Matthew Yglesias has written, Clinton appears “less inclined to favor a market-oriented approach than a left-wing approach, a real change from the past quarter century of Democratic Party economic policymaking.” Her “move to the left,” notes Kira Lerner of ThinkProgress, “distances her policies from those of her husband and Obama.”

The same dynamic is playing out on criminal justice and race. Disillusioned by Obama, activists are pushing left. And they’re finding that Clinton and the rest of the party Establishment are happy to go along.

If Occupy is one of Obama’s unplanned legacies, Black Lives Matter is another. The movement, which

began when a jury acquitted George Zimmerman of the murder of Trayvon Martin in 2013 and exploded in 2014 after the death of Michael Brown, has multiple roots. It's a response to a decades-long rise in incarceration rates and to a spate of police killings, some caught on video.

But it's also an expression of disillusion with Obama. State violence against African Americans is nothing new. Yet the fact that it continued when an African American was ostensibly running the state convinced young African American activists that Establishment liberals, even black ones, would not, of their own accord, bring structural change. Only direct action could force their hand.

"Black Lives Matter developed in the wake of the failure of the Obama administration," argues the Cornell sociologist Travis Gosa, a co-editor of *The Hip Hop & Obama Reader*. "Black Lives Matter is the voice of a Millennial generation that's been sold a bad bill of goods." This new generation of activists, writes Brittney Cooper, a Rutgers University professor of Africana studies and women's-and-gender studies, "will not invest in a nation-state project that hands them black presidents alongside dead unarmed black boys in the street." And they take a dim view of veteran activists, such as Al Sharpton, who defend Obama. "The most faith they have, hubristic though it may turn out to be," Cooper argues, "is in themselves to be agents of change."

Had Black Lives Matter existed when Bill Clinton was seeking the presidency, he probably would have run against the group. In January 1992, less than three weeks before the Iowa caucuses, Clinton flew back to Arkansas to oversee the execution of Ricky Ray Rector, an African American man so mentally deficient at the time of his execution that he didn't even realize the people he had shot were dead. Then, in June 1992, in the aftermath of the Los Angeles riots, Clinton plucked a rapper named Sister Souljah out of relative obscurity and publicly lambasted her for reportedly saying, in response to a question about African American rioters who attacked whites, "If black people kill black people every day, why not have a week and kill white people?" Eager to emphasize his centrist credentials, Clinton found African American militancy an invaluable foil.

Today, by contrast, the Democratic Establishment has responded to Black Lives Matter much as it responded to Occupy: with applause. In July, at the Netroots Nation conference in Phoenix, Black Lives Matter activists repeatedly interrupted and heckled Sanders and his fellow candidate Martin O'Malley. At one point, an activist came onto the stage and declared that the event was occurring on "indigenous land" whose border "was drawn by white-supremacist manifest destiny." For roughly 15 minutes, O'Malley stood in silence as the activists onstage gave speeches.

Afterward, liberal pundits mostly criticized O'Malley and Sanders for not expressing more sympathy for the people who had disrupted their events. "Both candidates fumbled," argued *The Nation*. "Frankly," *MoveOn* announced, "all Democratic presidential candidates need to do better."

The candidates themselves agreed. Later that day, O'Malley publicly apologized for having said that "all lives matter," which activists said minimized the singularity of state violence against African Americans. He soon unveiled an ambitious plan to reduce police brutality and incarceration rates, as well as a constitutional amendment protecting the right to vote. Sanders apologized too. He hired an African American press secretary sympathetic to Black Lives Matter, added a "racial justice" section to his Web site, joined members of the Congressional Black Caucus in introducing legislation to ban private prisons, and began publicly citing the names of African Americans killed by police. Hillary Clinton, having already vowed to "end the era of mass incarceration" that her husband and other Democrats helped launch in the 1990s, has now met with Black Lives Matter activists twice. Bill Clinton has said he regrets his own role in expanding the incarceration state. And the Democratic National Committee passed a resolution supporting Black Lives Matter—which the movement itself quickly disavowed.

During presidential primaries, candidates often pander to their party's base. So what's most remarkable isn't Hillary Clinton's move to the left, or the Democratic Party's. It's the American public's willingness

to go along.

Take Black Lives Matter. In the 1960s, African American riots and the Black Power movement sparked a furious white backlash. In April 1965, note Thomas and Mary Edsall in their book *Chain Reaction*, 28 percent of nonsouthern whites thought President Lyndon B. Johnson was pushing civil rights “too fast.” By September 1966, after riots in Los Angeles, Chicago, and Cleveland, and the Student Nonviolent Coordinating Committee’s turn from racial integration toward Black Power, that figure had reached 52 percent.

This time, however, the opposite is happening. In July 2014, the Pew Research Center reported that 46 percent of Americans agreed with the statement “Our country needs to continue making changes to give blacks equal rights with whites.” By July 2015, after the riots in Ferguson and Baltimore and the rise of Black Lives Matter, that figure had risen to 59 percent. From the summer of 2013 to the summer of 2015, according to Gallup, the percentage of Americans who declared themselves “satisfied with the way blacks are treated in U.S. society” dropped from 62 percent to 49 percent. In 2015, public confidence in the police hit a 22-year low.

Much of this shift is being driven by a changing mood among whites. Between January and April alone, according to a YouGov poll, the percentage of whites who called deaths like those of Michael Brown and Freddie Gray “isolated incident[s]” dropped 20 points. There’s even been movement within the GOP. From 2014 to 2015, the percentage of Republicans saying America needs to make changes to give blacks an equal chance rose 15 points—more than the percentage increase among Democrats or Independents.

That’s not to say Ferguson, Baltimore, and Black Lives Matter have sparked no backlash at all. Donald Trump has called “the way they [Black Lives Matter] are being catered to by the Democrats” a “disgrace.” Ted Cruz has accused the movement of inciting the murder of police, a theme also promoted on Fox News.

Still, even as some Republican politicians attack Black Lives Matter, others are working with Democrats to promote an agenda of police and prison reform. Last year, then-Speaker of the House John Boehner declared, “We’ve got a lot of people in prison that frankly, in my view, really don’t need to be there.” In October, a group of conservative Republican senators—Chuck Grassley, John Cornyn, Mike Lee, and Lindsey Graham—joined Democrats in introducing legislation to reduce mandatory minimum sentences for nonviolent drug crimes, roll back harsh “three strikes and you’re out” sentencing laws, end solitary confinement for juveniles, and allow teenagers to have their criminal records expunged.

Even among the Republicans running for president, the policy agenda is moving away from the punitive approach both parties once embraced. Mike Huckabee, Rand Paul, Chris Christie, John Kasich, and Ted Cruz have all condemned the excessive imprisonment of nonviolent drug offenders.

Most interesting—because he is the Republican candidate with the keenest sense of how to appeal to the general electorate—has been the approach of Senator Marco Rubio. In August, a Fox News anchor asked him about Black Lives Matter. Instead of condemning the movement, Rubio told the story of an African American friend of his whom police had stopped eight or nine times over the previous 18 months even though he had never broken the law. “This is a problem our nation has to confront,” Rubio declared. Then he talked about young African Americans who get arrested for nonviolent offenses and pushed into plea deals by overworked public defenders. The government, he said, must “look for ways to divert people” from going to jail “so that you don’t get people stigmatized early in life.”

Conservative Republicans didn’t talk this way in the ’90s. They didn’t talk this way even in the early Obama years. The fact that Rubio does so now is more evidence that today, unlike in the mid-’60s, the debate about race and justice isn’t moving to the right. It’s moving further left.

What's different this time? One difference is that in the 1960s and '70s, crime exploded, fueling a politics of fear and vengeance. Over the past two decades, by contrast, crime has plummeted. And despite some hyperbolic headlines, there's no clear evidence that it's rising significantly again. As The Washington Post's Max Ehrenfreund noted in September after reviewing the data so far for 2015, "While the number of homicides has increased in many big cities, the increases are moderate, not more than they were a few years ago. Meanwhile, crime has declined in other cities. Overall, most cities are still far safer than they were two decades ago."

And it's not just crime where the Democratic Party's move leftward is being met with acceptance rather than rejection. Take LGBT rights: A decade ago, it was considered suicidal for a Democratic politician to openly support gay marriage. Now that debate is largely over, and liberals are pushing for antidiscrimination laws that cover transgender people, a group many Americans weren't even aware of until Caitlyn Jenner made headlines. At first glance, this might seem like too much change, too fast. Marriage equality, after all, gives gays and lesbians access to a fundamentally conservative institution. The transgender-rights movement poses a far more radical question: Should people get to define their own gender, irrespective of biology?

Yet the nation's answer, by large margins, seems to be yes. When the Williams Institute at the UCLA School of Law examined polls, it found that between two-thirds and three-quarters of Americans now support barring discrimination against transgender people. It also found a dramatic rise in recent years in the percentage of Americans who consider anti-transgender discrimination a "major problem." According to Andrew Flores, who conducted the study, a person's attitude toward gays and lesbians largely predicts their attitude toward transgender people. Most Americans, in other words, having decided that discriminating against lesbians and gay men was wrong, have simply extended that view to transgender people via what Flores describes as a "mechanism of attitude generalization."

That is why, in the 2016 presidential race, Republicans have shown little interest in opposing transgender rights. In July, the Pentagon announced that transgender people will be able to serve openly in the military. One Republican presidential candidate, Mike Huckabee, denounced the move. Another, Jeb Bush, appeared to support it. The remaining contenders largely avoided the issue.

There has been little public backlash on economics, either. President Obama has intervened more extensively in the economy than any other president in close to half a century. In his first year, he pushed through the largest economic stimulus in American history—larger in inflation-adjusted terms than Franklin Roosevelt's famed Works Progress Administration. In his second year, he muscled universal health care through Congress, something progressives had been dreaming about since Theodore Roosevelt ran as a Bull Moose. That same year, he signed a law re-regulating Wall Street. He's also spent roughly \$20 billion bailing out the auto industry, increased fuel-efficiency standards for cars and trucks, toughened emissions standards for coal-fired power plants, authorized the Environmental Protection Agency to regulate the production of carbon dioxide, expanded the Food and Drug Administration's ability to regulate the sale of tobacco products, doubled the amount of fruits and vegetables required in school lunches, designated 2 million acres as wilderness, and protected more than 1,000 miles of rivers.

This intervention has sparked an angry response on the Republican right, but not among Americans as a whole. In polling, Americans typically say they favor smaller government in general while supporting many specific government programs. When Bill Clinton took office in 1993, Americans said they favored "a smaller government providing fewer services" over "a bigger government providing more services" by 37 percentage points. When Obama took power in 2009, the margin was a mere eight points. And despite the president's many economic interventions, the most recent time Pew asked that question, in September 2014, the margin was exactly the same.

On health care, the story is similar: no public backlash. When Obama signed the Affordable Care Act in March 2010, most polls showed Americans opposing it by about eight to 10 points. Today, the margin is

almost identical. Little has changed on taxes, either, even though Obama allowed some of the tax cuts passed under George W. Bush to expire. The percentage of Americans who say they pay more than their fair share in taxes is about the same as it was in the spring of 2010 (Pew does not have data for 2009), and lower than it was during the Clinton years.

It's true that Americans have grown more conservative on some issues over the past few years. Support for gun control has dropped in the Obama era, even as the president and other Democrats have pursued it more aggressively. Republicans also enjoy a renewed advantage on combatting international terrorism, an issue whose salience has grown with the rise of the Islamic State. Still, in an era when government has grown more intrusive, African American activists have grown more confrontational, and long-standing assumptions about sexual orientation and gender identity have been toppled, most Americans are not yelling "stop," as they began doing in the mid-1960s. The biggest reason: We're not dealing with the same group of Americans.

On issue after issue, it is the young who are most pleased with the liberal policy shifts of the Obama era, and most eager for more. In 2014, Pew found that Americans under 30 were twice as likely as Americans 65 and older to say the police do a "poor" job of "treating racial, ethnic groups equally" and more than twice as likely to say the grand jury in Ferguson was wrong not to charge Darren Wilson in Michael Brown's death. According to YouGov, more than one in three Americans 65 and older think being transgender is morally wrong. Among Americans under 30, the ratio is less than one in five. Millennials—Americans roughly 18 to 34 years old—are 21 percentage points less likely than those 65 and older to say that immigrants "burden" the United States and 25 points more likely to say they "strengthen" the country. Millennials are also 17 points more likely to have a favorable view of Muslims. It is largely because of them that the percentage of Americans who want government to "promote traditional values" is now lower than at any other time since Gallup began asking the question in 1993, and that the percentage calling themselves "socially liberal" now equals the percentage calling themselves "socially conservative" for the first time since Gallup began asking that question in 1999.

Millennials are also sustaining support for bigger government. The young may not have a high opinion of the institutions that represent them, but they nonetheless want those institutions to do more. According to a July Wall Street Journal/ABC poll, Americans over 35 were four points more likely to say the government is doing too much than to say it is doing too little. Millennials, meanwhile, by a margin of 23 points, think it's doing too little. In 2011, Pew found that while the oldest Americans supported repealing health-care reform by 29 percentage points, Millennials favored expanding it by 17 points. They were also 25 points more likely than those 65 and older to approve of Occupy Wall Street and 36 points more favorable toward socialism, which they actually preferred to capitalism, 49 percent to 46 percent. As the Pew report put it, "Millennials, at least so far, hold 'baked in' support for a more activist government."

This is even true among Republican Millennials. The press often depicts American politics as a battle pitting ever more liberal Democrats against ever more conservative Republicans. Among the young, however, that's inaccurate. Young Democrats may be more liberal than their elders, but so are young Republicans. According to Pew, a clear majority of young Republicans say immigrants strengthen America, half say corporate profits are too high, and almost half say stricter environmental laws are worth the cost—answers that sharply distinguish them from older members of the GOP. Young Republicans are more likely to favor legalizing marijuana than the oldest Democrats, and almost as likely to support gay marriage. Asked how they categorize themselves ideologically, more than two-thirds of Republican Millennials call themselves either "liberal" or "mixed," while fewer than one-third call themselves "conservative." Among the oldest Republicans, that breakdown is almost exactly reversed.

In the face of such data, conservatives may wish to reassure themselves that Millennials will move right as they age. But a 2007 study in the *American Sociological Review* notes that the data "contradict commonly held assumptions that aging leads to conservatism." The older Americans who are today more conservative than Millennials were more conservative in their youth, too. In 1984 and 1988, young voters

backed Ronald Reagan and George H. W. Bush by large margins. Millennials are not liberal primarily because they are young. They are liberal because their formative political experiences were the Iraq War and the Great Recession, and because they make up the most secular, most racially diverse, least nationalistic generation in American history. And none of that is likely to change.

One can question how much this matters. America is not governed by public-opinion polls, after all. Congressional redistricting, felon disenfranchisement, and the obliteration of campaign-finance laws all help insulate politicians from the views of ordinary people, and generally empower the right. But despite these structural disadvantages, Obama has enacted a more consequential progressive agenda than either of his two Democratic predecessors did. And there is reason to believe that regardless of who wins the presidency in 2016, she or he will be more progressive than the previous president of her or his own party.

According to Microsoft's betting market, Predictwise, Democrats have close to a 60 percent chance of holding the White House in 2016. That's not because Hillary Clinton, whom the Democrats will likely nominate, is an exceptionally strong candidate. It's because the Republicans may nominate an exceptionally weak one. According to Predictwise, in early November Marco Rubio—widely considered the GOP's strongest general-election candidate—had a 45 percent chance of winning his party's nomination. But according to Predictwise, there was also a 37 percent chance that Donald Trump, Ben Carson, or Ted Cruz would win the nomination. And if any of them did, Clinton's election would be all but assured.

If Clinton does win, it's likely that on domestic policy, she will govern to Obama's left. (On foreign policy, where there is no powerful left-wing activist movement like Occupy or Black Lives Matter, the political dynamics are very different.) Clinton's campaign proposals already signal a leftward shift. And people close to her campaign suggest that among her top agenda items would be paid family leave, debt-free college tuition, and universal preschool.

This agenda flows naturally from Clinton's long interest in the welfare of children and families. But it's also the product of a Democratic Party that leans further left than it did in 1993 or 2009. If elected, Clinton will have to work with a Senate that contains two nationally prominent Democrats, Elizabeth Warren and Bernie Sanders, both of whom are extremely popular with liberal activists.

Already, Obama has felt liberals' wrath. In 2013, Lawrence Summers withdrew his name from consideration to be the chairman of the Federal Reserve after Senate liberals protested his nomination. In 2015, Obama's pick for Treasury's undersecretary for domestic finance, Antonio Weiss, withdrew his own nomination after Warren attacked his Wall Street ties.* Clinton will face this reality from her first day in office. And she will face it knowing that because she cannot inspire liberals rhetorically as Obama can, they will be less likely to forgive her heresies on policy. Like Lyndon B. Johnson after John F. Kennedy, she will have to deliver in substance what she cannot deliver in style.

Just as Clinton would govern to Obama's left, it's likely that any Republican capable of winning the presidency in 2016 would govern to the left of George W. Bush. In the first place, winning at all would require a different coalition. When Bush won the presidency in 2000, very few Millennials could vote. In 2016, by contrast, they will constitute roughly one-third of those who turn out. In 2000, African Americans, Hispanics, and Asians constituted 20 percent of voters. In 2016, they will constitute more than 30 percent. Whit Ayres, a political consultant for the Rubio campaign, calculates that even if the 2016 Republican nominee wins 60 percent of the white vote (more than any GOP nominee in the past four decades except Reagan, in 1984, has won), he or she will still need almost 30 percent of the minority vote. Mitt Romney got 17 percent.

This need to win the votes of Millennials and minorities, who lean left not just on cultural issues but on economic ones, will shape how any conceivable Republican president campaigns in the general election,

and governs once in office. It could tempt a President Rubio to push for immigration reform that, while beginning with toughened enforcement, lays out a path to legalization, and eventually citizenship—something he still supports, despite the fury of his party's base. (So does Speaker of the House Paul Ryan.)

If America's demographics have changed since the Bush presidency, so has the climate among conservative intellectuals. There is now an influential community of "reformocons"—in some ways comparable to the New Democratic thinkers of the 1980s—who believe Republicans have focused too much on cutting taxes for the wealthy and not enough on addressing the economic anxieties of the middle and working classes.

The candidate closest to the reformocons is Rubio, who cites several of them by name in his recent book. He says that partially privatizing Social Security, which Bush ran on in 2000 and 2004, is an idea whose "time has passed." And unlike Bush, and both subsequent Republican presidential nominees, Rubio is not proposing a major cut in the top income-tax rate. Instead, the centerpiece of his economic plan is an expanded child tax credit, which would be available even to Americans who are so poor that they don't pay income taxes.

Although liberals praised his plan for "upend[ing] the last half century of conservative thinking on taxes," as *The New Republic* put it, Rubio included new cuts on taxes of capital gains, dividends, interest, and inherited estates, which overwhelmingly benefit the rich. But despite this, it's likely that were he elected, Rubio wouldn't push through as large, or as regressive, a tax cut as Bush did in 2001 and 2003. Partly, that's because a younger and more ethnically diverse electorate is less tolerant of such policies. Partly, it's because Rubio's administration would likely contain a reformocon faction more interested in cutting taxes for the middle class than for the rich. And partly, it's because the legacy of the Bush tax cuts themselves would make them harder to replicate.

A key figure in passing the Bush tax cuts was Federal Reserve Chairman Alan Greenspan, who in 2001 warned that unless Washington lowered tax rates, surpluses might grow too large, thus producing a dangerous "accumulation of private assets by the federal government." Greenspan's argument gave the Bush administration crucial intellectual cover. But the idea now looks laughable. And it's hard to imagine the current Federal Reserve chair, Janet Yellen, endorsing large upper-income tax cuts in 2017.

The Bush tax cuts also passed because a powerful minority of Democrats supported them. But the kind of centrist, Chamber of Commerce-friendly Democrats who helped Bush pass his tax plan in 2001—including Max Baucus, John Breaux, Mary Landrieu, Zell Miller, Max Cleland, Tim Johnson, Blanche Lambert Lincoln—barely exist anymore. The Democrats' shift left over the past decade and a half means that a President Rubio would encounter more militant opposition than Bush did in 2001. That militant opposition, along with a changed electorate and the reformocon faction, doesn't mean Rubio wouldn't cut taxes. He likely would. But he would face greater pressure than Bush did to keep the cuts from too blatantly benefiting the rich.

As president, Rubio could gut the regulations imposed by Obama's Environmental Protection Agency. His big donors would certainly push him to, even though doing so would hurt him among younger voters. But he'd be unlikely to repeal health-care reform. The plan Rubio has proposed would strip millions of Americans of their insurance. In other words, it would commit the same sins that Rubio and other Republicans attribute to the Affordable Care Act. Republicans, notes *Vox's* editor in chief, Ezra Klein, "have spent the past four years attacking Obamacare for its tough trade-offs and unpopular decisions, but the moment they begin pushing a serious alternative, they'll suddenly have to deal with Democrats doing the same to them." Which makes it unlikely Rubio would pick that fight early in his first term.

Would Rubio be a more conservative president than Obama? Of course. An era of liberal dominance doesn't mean that the ideological differences between Democrats and Republicans disappear. It means

that on the ideological playing field, the 50-yard line shifts further left. It means the next Republican president won't be able to return the nation to the pre-Obama era.

That's what happened when Dwight Eisenhower followed Franklin D. Roosevelt and Harry Truman. Ike moderated the growth in government expansion that had begun in the 1930s, but he didn't return American politics to the 1920s, when the GOP opposed any federal welfare state at all. He in essence ratified the New Deal. It's also what happened when Bill Clinton followed Ronald Reagan and George H. W. Bush. By passing punitive anticrime laws, repealing restrictions on banks, signing NAFTA, cutting government spending to balance the budget, reforming welfare, and declaring that the "era of big government is over," Clinton acknowledged that even a Democratic president could not revive the full-throated liberalism of the 1960s and '70s. He ratified Reaganism.

Barack Obama sought the presidency hoping to be the Democrats' Reagan: a president who changed America's ideological trajectory. And he has changed it. He has pushed the political agenda as dramatically to the left as Reagan pushed it to the right, and, as under Reagan, the public has acquiesced more than it has rebelled. Reagan's final victory came when Democrats adapted to the new political world he had made, and there is reason to believe that the next Republican president will find it necessary to make similar concessions to political reality.

This political cycle, too, will ultimately run its course. A sustained rise in crime could breed fissures between African American activists and young whites or even Latinos. Slower economic growth and a rising budget deficit could turn the public against government in a way that Obama's policies have not—and force Democrats to again emphasize the creation of wealth more than its distribution. How this era of liberal dominance will end is anyone's guess. But it will likely endure for some time to come.

[2015: The Best Year in History for the Average Human Being](#)

THE ATLANTIC - Charles Kenny

From Paris to Syria through San Bernardino to Afghanistan, the world witnessed obscene and unsufferable tragedy in 2015. That was on top of the ongoing misery of hundreds of millions who are literally stunted by poverty, living lives shortened by preventable disease and malnutrition. But for all of that, 2015 also saw continued progress toward better quality of life for the considerable majority of the planet, alongside technological breakthroughs and political agreements that suggest the good news might continue next year and beyond. Tragedy and misery are rarer than they were before 2015—and there is every reason to hope they will be even less prevalent in 2016.

To start with acts of violence in America, despite its epidemic of mass-shooting events, the country is still far safer than it was in the past. The latest FBI statistics, reported this September, suggested that the trend toward lower rates of violent crime in the United States that began in the early 1990s continued at least through 2014: There were nearly 3,000 fewer violent crimes that year than the year before and more than 600,000 fewer than in 1995—that's a 35 percent decline over the period. The latest data from the UN suggests that this is part of a global trend—to take one category of violent crime, homicide rates have dropped by an estimated 6 percent in the countries for which data was available between 2000 and 2012.

The same is sadly not true of terrorism and war worldwide, both of which, according to the most recent available data, took more victims in 2013 and 2014 than in the few years immediately before. Beginning in 2011, Syria helped reverse longer-term progress toward ever-fewer global battle deaths—while 2015 may be marginally better than 2014 in terms of Syrian deaths reported by the Syrian Observatory for Human Rights, that still suggests more global battle deaths this year than in 2010. But the Iran nuclear deal struck this summer provided some evidence that progress toward peaceful settlement of disputes was possible, both in the region and worldwide. And, across the globe, the numbers of ongoing wars and

battle deaths are still far below their levels of the 1970s and 1980s.

Furthermore, terrorism, war, and murder together remain a minor cause of death worldwide. The World Health Organization estimates that 119,463 people died in incidents of “collective violence and legal intervention,” such as civil war, and 504,587 died from episodes of “interpersonal violence,” such as homicide, in 2012, the most recent year for which data is available. In the same year, according to the Global Terrorism Index, 11,133 people died in terrorist attacks—suggesting terrorism accounted for about 1.8 percent of violent deaths worldwide. And for all that terrorism deaths have increased since 2012, they remain responsible for perhaps three hundredths of one percent of global mortality. All collective and interpersonal violence together accounted for around 1.1 percent of total deaths in 2012. Rabies was responsible for three times as many deaths as terrorism that year. Stomach cancer killed more people than murder, manslaughter, and wars combined. And the good news about many of the more important causes of global mortality is that the world continued making progress against them in 2015.

Take two fellow horsemen of the apocalypse alongside war: famine and pestilence. Both were on the defensive in 2015. There were fears of drought across the Sahel causing a famine this year—especially in conflict zones such as South Sudan. While the risk of major food shortages in 2016 is high, the fear hasn’t materialized yet, at least. Famine deaths are increasingly rare and increasingly limited to the few areas of the world suffering complete state collapse. Related to that, the proportion of the world’s population that is undernourished has slipped from 19 percent to 11 percent between 1990 and today.

Or look at disease: Through the course of November 2015, only four cases of Ebola were confirmed in the three West African countries at the epicenter of the 2014-2015 outbreak. Roughly 11,315 people were either known or believed to have died in that epidemic worldwide, but compared to a 2014 Center for Disease Control forecast that, absent intervention, there might be as many as 1.4 million Ebola cases in Liberia and Sierra Leone alone by mid-January 2015, the world got off lightly, with total cases resulting from the outbreak standing at around 29,000 today. An Ebola vaccine that underwent trials in Guinea this spring proved 100 percent effective, suggesting future outbreaks of the disease should be far less deadly. The world has also seen progress toward a partially effective malaria vaccine this year.

The rollout of older vaccines over the past several years has also saved more lives than ever before this year, since vaccination protects for life, or at least multiple years. In August came news that there had not been a single case of polio detected in Africa in over 12 months, meaning the disease is now known to exist only in Pakistan and Afghanistan. What used to be a global killer, with 350,000 cases as recently as 1988, is on the verge of extinction. And just since 2000, worldwide cases of measles have dropped by more than two-thirds, saving more than 17 million lives—largely thanks to increased vaccination rates.

Meanwhile, the UN reported this year that global child mortality from all causes has more than halved since 1990. That means 6.7 million fewer kids under the age of five are dying each year compared to 1990. Nearly 7 million families avoided the pain of burying their child in 2015 who would have gone through it if the world hadn’t seen two and a half decades of historically unprecedented progress against childhood illness. 2015 also saw the lowest-ever proportion of kids out of primary school according to the UN—less than one in 10. The number of kids out of school has fallen from 100 million in 2000 to a projected 57 million in 2015.

Civil and political rights also continued their stuttering spread. While 2015 saw rights on the retreat in countries including Turkey and Thailand, the number of electoral democracies worldwide remains at a historic high according to Freedom House—at 125, up from just 69 countries in 1989 (though less than half of these are considered fully “free;” there is still a lot of progress to be made). This year, there were peaceful and democratic transitions of power in settings as diverse as Burkina Faso, Tanzania, Myanmar, and Argentina. And Saudi Arabia held local elections where, for the first time ever, women were allowed to stand as candidates and vote.

In the United States, this was the year that gay marriage became the law of the land. And once again events in America reflect a broad trend worldwide, this time toward greater acceptance. Mozambique decriminalized same-sex relationships in June, and gay marriage became legal in Ireland in November. In 2006, the International Lesbian, Gay, Bisexual, Trans and Intersex Association reported there were 92 countries with laws prohibiting sexual acts between consenting same-sex adults. This year, the number dropped to 75. Added to the trend of growing sexual and reproductive freedom worldwide, China finally abandoned its one-child policy in 2015.

So the world is better-educated, better-fed, healthier, freer, and more tolerant—and it looks set to get richer, too. In October, the IMF forecast 4.0 percent growth for emerging and developing countries for 2015—slower than the 7-8 percent that they managed through much of the last 15 years but nonetheless considerably ahead of population growth. The World Bank declared in September that, for the first time ever, less than 10 percent of the global population lived in extreme poverty, on less than \$1.90 per day. That is down from 37 percent as recently as 1990. There are a lot of reasons to think the poverty measures the World Bank creates are flawed. That said, the decline certainly reflects an underlying reality: Many of the poorest countries in the world, and many of the poorest people in them, have seen dramatic income gains over the last few years.

Developing countries and the industrialized world alike also saw improved prospects thanks to continued support for globalization. The agreement on the Trans-Pacific Partnership, for all of its myriad drawbacks, demonstrated that some of the world's largest economies remain committed to open trade. And despite the nativist backlash across Europe provoked by the Paris attacks, German Chancellor Angela Merkel held to her country's policy of enlightened self-interest toward migration flows. At the end of November, she tried to convince seven European countries to resettle as many as 400,000 refugees as part of her efforts to see the European Union admit at least 300,000 refugees from the conflict each year. Similarly, French President Francois Hollande reiterated a pledge to take in 30,000 refugees after the Paris attacks, stating that the French should remain "true to our values."

And at the Paris climate conference in December, countries demonstrated renewed resolve to tackle global climate change together. Absent any policies enacted to slow climate change since 2010, the world might have been more than 4 degrees Celsius hotter in 2100 than pre-industrial temperatures. Existing policies to cut emissions reduced that forecast to 3.6 degrees, and the additional pledges in Paris brought it to 2.7 degrees Celsius. In addition, the countries that spend the most on research and development of renewable-energy technology like solar power agreed to double R&D budgets for renewables by 2020. A private-sector "Breakthrough Energy Coalition" whose members have \$350 billion in collective holdings pledged concurrently to invest more in energy innovations to reduce the cost of renewable power. Because electricity is so central to economic development, investments like these are the only way to avert dramatic climate change without slowing global progress against poverty.

Even before Paris, world leaders were coming together this year, despite their often-dangerous differences, to work toward common goals. In New York in September they agreed to a set of "sustainable development goals" to try to hit by 2030. The targets suggested that the world could wipe out extreme poverty, reduce deaths of those under the age of five by millions each year, and guarantee all children go to school and learn while they are there. Achieving all that would require historically unprecedented policy changes that haven't even begun. Still, the goals point in the right direction: They build on the immense progress the world has achieved over the last 15 years and suggest that, working together, humanity can do even better over the next 15. The combination of that progress with that potential is why 2015 was the best year in history for the average human being to be alive—and why 2016 will almost certainly be even better.

[A Plan to Rank 'Just' Companies Aims to Close the Wealth Gap](#)

NY TIMES - Alessandra Stanley

Paul Tudor Jones II, the hedge-fund billionaire, has a plan to reduce income inequality. He wants to rate companies on their probity, not their profits.

“The wealth gap, that’s the single most important issue in this country,” he said in September while unveiling Just Capital, a nonprofit organization that he created with Deepak Chopra, the spiritual self-help author and wellness entrepreneur who taught Mr. Jones how to meditate.

Just Capital will rank corporations on how well, or “justly,” they treat employees, society and the environment. The idea is to laud companies that offer better pay, happier workplaces and greater transparency — and perhaps shame others to follow suit.

This kind of moral index, Mr. Jones said, “could not only impact investors, it could impact consumers, it might impact the way companies hire, the way people go and work with companies; it will impact boardrooms, everything.”

The project began, improbably enough, in 2011 in the chic Manhattan design store ABC Carpet and Home when Mr. Chopra was whisked away from his salon in a friend’s chauffeured car to an Occupy Wall Street rally.

Today, with a presidential election looming and calls for the wealthy to pay more in taxes coming not only from populist politicians but also from billionaires like Warren E. Buffett, even members of the top 1 percent of the 1 percent are passionately inveighing against the wealth gap.

“The middle-class guy who’s making the \$50,000 a year realizes, ‘I’m being taken advantage of,’ ” warned Carl Icahn, a corporate raider turned activist investor, in a video titled “Danger Ahead” that he released in late September.

While there has not exactly been a groundswell among the wealthy to significantly raise their own taxes, Mr. Icahn and Mr. Buffett are among several of America’s prominent top earners who have endorsed changing the tax loophole that treats a large portion of private-equity and hedge-fund managers’ income — known as carried interest — as more lightly taxed capital gains and require it to be taxed as regular salary. In a statement responding to questions for this article, Mr. Jones said his “strong opinion” was that carried interest should be taxed as ordinary income.

“Billionaires see a backlash coming,” said Sam Wilkin, an economist and author of “Wealth Secrets of the One Percent.” Mr. Jones has experienced it firsthand. In March, the Hedge Clippers, a coalition of labor groups and community activists, marched on his Greenwich, Conn., estate to protest the influence of hedge-fund managers.

At the same time, some of America’s wealthiest are responding with an unprecedented flood of money into politics, largely supporting Republican candidates who have pledged to cut taxes. A New York Times investigation documented in October how 158 families were responsible for almost half the money raised in the current presidential race. People from the finance industry lead the list.

This year Mr. Jones said in a TED talk that traditionally there are three ways to change income inequality: “By revolution, higher taxes or wars.” His alternative is Just Capital.

Mr. Jones argues that income inequality is being driven by what he calls “shareholder hegemony,” the principle that companies first and foremost should satisfy investors. The solution is for companies to make social responsibility as important as profits and share price.

Mr. Jones, who declined to be interviewed, has a net worth Forbes estimates at \$4.7 billion and was one

of the few hedge-fund managers who foresaw the 1987 market crash. He is known for founding the Robin Hood Foundation, a charitable organization started in 1988 that raised \$101 million last year for anti-poverty programs in New York.

Just Capital's mission fits into an existing trend. Socially responsible investing, the favoring of companies that demonstrate environmental and social awareness, is a growing movement, driven in large part by the economic ascendance of millennials and women. As of this month, Morningstar said about 2 percent of the mutual funds it tracked were tagged "socially conscious." Such funds "typically perform on par or a little better than conventional funds," said Jon Hale, director of manager research at Morningstar.

Not all economists agree with Mr. Jones's notion that monitoring corporate behavior would narrow the distance between the very rich and the rest. Mr. Wilkin, the economist, argued that inequity was driven not just by bloated executive compensation or the single-minded pursuit of profit, but also by what he called a two-tier economy in which some industries, like technology, finance and health care, soared ahead and left the rest behind. Just Capital, he said, was "wishful thinking that there is a market solution to income inequality that doesn't involve increasing taxes."

There are many nonprofits that seek to address income inequality. Mr. Jones and Mr. Chopra bring a waft of New Age spirituality to theirs. The Just Capital board includes Arianna Huffington, a founder of The Huffington Post, and several wealthy business leaders who also are directors of the Chopra Foundation.

Mr. Chopra, in an interview, described his friend as being on a path of self-discovery. "This is an evolution for him."

It all started with meditation. In early October 2011, Dylan Ratigan, an MSNBC anchor who later left to become what he described as a "sustainability entrepreneur," was on his way to a private meditation session at Mr. Chopra's salon in ABC Carpet and Home just as the Occupy Wall Street protests were getting started in Zuccotti Park. On an impulse, Mr. Ratigan told his teacher that he had a car waiting downstairs and asked Mr. Chopra to go with him to the park.

When they arrived, Mr. Ratigan asked the protesters to let Mr. Chopra speak. Some of them fiercely objected to letting a celebrity jump the line, but Mr. Ratigan prevailed, and Mr. Chopra led the crowd in a meditative prayer that, as he put it, "quieted the angry rhetoric." That fall, he became a featured guest at several Occupy events and was so struck by the "perceived injustice" fueling the protests that he told a friend: "We need to do something about this."

The idea for Just Capital emerged from a seminar Mr. Chopra held at Columbia Business School called "Just Capital and Cause-Driven Marketing." A student suggested creating an index of companies based on their value to society, not quarterly profits. Mr. Chopra took the idea to Mr. Jones, whom he had met through Mr. Jones's wife, Sonia, a yoga and wellness enthusiast.

Mr. Chopra, who wears crystal-studded eyeglass frames, blends spiritual and commercial success with celebrity hobnobbing — he does workshops with Oprah Winfrey and made a recording of love poetry with Madonna. "He's very good at the diplomacy of wealth and power," Mr. Ratigan said.

Mr. Chopra said that, so far, he had not received skeptical responses to the Just Capital idea, but he conceded that the jury had been small and "self-selected."

Mr. Jones set up the foundation in 2013, hired a staff and underwrote a survey of 43,000 Americans to determine what people most valued in a company. The No. 1 factor was pay and benefits. (At No. 10 was creating jobs in the United States.) Next year Just Capital plans to publish a ranking of the top 1,000 publicly traded companies based on a scale derived from the survey. "Americans want a seat at the

table,” Mr. Jones said at the September presentation.

There are many research firms, including MSCI and Sustainalytics, that examine companies for social responsibility, although their data is mostly reserved for clients and subscribers. Just Capital plans to make its ratings public at no charge.

Because Just Capital will examine only publicly traded corporations, Mr. Jones’s hedge fund and thousands of others like it will be exempt from scrutiny. At the Just Capital presentation, Mr. Jones said he checked to make sure his own company, Tudor Investment Corporation, was in line with Just Capital’s principles.

Tudor Investment employs about 400 people, according to a spokesman, Patrick Clifford. Its traders, of course, make well above a living wage.

At first, the wages of gardeners, dishwashers and janitors at Tudor were not included in the review because they are employed by subcontractors, not Tudor directly. When managers examined the salaries, however, they found that the firm had 16 subcontracted workers who were paid \$10.50 an hour.

“It was literally eye-opening and embarrassing at the same time,” Mr. Jones said. He said he raised their hourly rate to \$15.

For comparison, in Fairfield County, where Tudor is based, janitors who belong to Local 32BJ of the Service Employees International Union make \$14.10 an hour, not including benefits, and \$20.49 an hour with benefits factored in. According to the M.I.T. living wage calculator, the living wage for a single worker in the county is \$12.78 an hour and for an adult with one child it is \$27.72.

Last spring, Mr. Jones leased an office and bought a \$71 million house in Palm Beach, Fla., in a state with no income tax. He also said he increased the percentage of profit the company donates to charity to 4 percent a year from 1 percent. According to CECP, an organization that monitors corporate giving trends, the industry median last year was 1 percent.

At the conference this year announcing Just Capital, a guest asked him if he was the best messenger to preach corporate altruism, given that “shareholder hegemony” helped make him wealthy. Mr. Jones had a ready reply. He had been rethinking the capitalist dream, he said, ever since hearing about the “giving pledge,” a promise made by Bill Gates, Mr. Buffett and others to give away much of their wealth.

“What’s the purpose of accumulating all this money when I’m just going to give it back to the people I conceivably took it from?” Mr. Jones said.

[The Marriages of Power Couples Reinforce Income Inequality](#)

NY TIMES - Tyler Cowen

The notion of “making a good match,” a staple of the writings of Jane Austen and Henry James, continues in contemporary romance novels. At the same time, income inequality commands increasing attention from economists. Lately we’ve been learning just how much these two topics are tied together.

These days, an investment banker may marry another investment banker rather than a high school sweetheart, or a lawyer will marry another lawyer, or a prestigious client, rather than a secretary. Whether measured in terms of income or education, there are more so-called power couples today than in the past, one manifestation of a phenomenon known as assortative mating, or more generally the pairing of like with like.

These matches are great for those individuals who can build prosperous and happy family alliances, but they also propagate inequality across the generations. Of all the causes behind growing income inequality, in the longer run this development may prove one of the most significant and also one of the hardest to counter.

For instance, the achievement gap between children from rich and poor families is higher today than it was 25 years ago, according to a recent study from the Pew Research Center. Furthermore, higher income and educational inequality increase the incentive to seek out a good marriage match, so the process may become self-reinforcing.

Money and talent become clustered in high-powered, two-earner families determined to do everything possible to advance the interests of their children. There is some long-term benefit for society, since many innovators and business creators will receive their initial boosts early in their lives, including the very best training in childhood, and that may enhance their eventual productivity.

But there are also serious economic costs. As it becomes harder for many people to “marry up” as a path for income mobility for themselves or their children, families that are not well connected may feel disengaged, and the significant, family-based advantages for some children may discourage others from even trying.

The numbers show that assortative mating really matters. One study indicated that if the marriage patterns of 1960 were imported into 2005, the Gini coefficient for the American economy — the standard measure of income inequality — would fall to 0.34 from 0.43, a considerable drop, given that the scale runs from zero to one. That result is from the economist Jeremy Greenwood, a professor of economics at the University of Pennsylvania, and other co-authors.

A study of Denmark by Gustaf Bruze, a researcher at the Karolinska Institute in Stockholm, showed that about half of the expected financial gain of attending college derived not from better job prospects but from the chance to meet and marry a higher-earning spouse.

There’s not much data on American assortative mating before early in the last century, but a recent paper by Robert D. Mare, a professor of sociology at the University of California, Los Angeles, showed that assortative mating was relatively more common in America’s Gilded Age, fell and reached a much lower level in the 1950s, and afterward started and continued to rise.

The G.I. Bill may have helped lower assortative mating, because it gave opportunities for upward mobility to economic classes that had not enjoyed it. In general, the greater the number of men entering the middle class, the more socioeconomic mixing will occur.

In 1950 it was also the case that marriage ages were especially young, meaning that couples often paired off from high school and may have had less of a sense how to match to each other by expected income or education. And most women had fewer chances to earn very much, so few if any men were searching hard to find future law partners or doctors.

Economics itself shows patterns of assortative mating. In 2007, an article in The New York Times cited 13 up-and-coming economists, most of whom have gone on to greater fame. The striking fact is that six of these individuals are married to each other, and that was not the premise of the article. Another person on the list, Justin Wolfers, is a partner with another prominent economist, Betsey Stevenson, with both working at the University of Michigan. (They have two children together but are not legally married; Professor Wolfers is a frequent contributor to The Times.) The children from these kinds of pairings probably have a head start when it comes to pursuing successful careers as research scientists or in other education-intensive endeavors.

Universal preschool, further experiments with charter schools, and higher subsidies or tax credits for children are among the policy innovations that might lift opportunities for children of lower earners. Even if those are good ideas, it is not clear how much they can overturn the advantage that comes from being a child of highly educated, highly motivated parents with lots of will and also money to spend on lessons, outings, travel and other investments in the future of their children.

Today, we rightfully reject the idea of eugenics as repugnant, yet we are conducting our own experiments in mating, without much careful thought as to where they will lead. Match.com and Tinder help us find “just the right mate,” according to our prior desires and specifications, with aid from computer algorithms. The real question may be not whether we can reverse some of the less desired effects of assortative mating, but rather just how far the practice will go.

Tyler Cowen is professor of economics at George Mason University.

[Hillary Clinton Confidently Embraces Bill Clinton's Economic Record](#)

NY TIMES - Amy Chozick

During one of Hillary Clinton's preparation sessions for the first Democratic debate, held in Las Vegas in October, former President Bill Clinton urged her to remind voters how well the economy has performed under Democratic administrations, including his own.

He recalled one of his favorite refrains as a candidate — “If you want to live like a Republican, vote like a Democrat” — and suggested Mrs. Clinton find a snappy line of her own, according to two people with direct knowledge of the conversation.

She did. “The economy does better when you have a Democrat in the White House,” Mrs. Clinton said in her opening statement in the Oct. 13 debate.

And that pithy argument has since become the core of her economic message. Leaning heavily on her husband's record of lifting wages and creating jobs, Mrs. Clinton is at the same time castigating Republicans for embracing policies that she says led to the economic downturns that Mr. Clinton and President Obama inherited.

The Democratic primary had been tough on Mr. Clinton's legacy until recently: Mrs. Clinton and her primary opponents, Senator Bernie Sanders of Vermont and former Gov. Martin O'Malley of Maryland, have variously disavowed or denounced her husband's policies on crime, same-sex marriage, trade, the deregulation of Wall Street and cutbacks to social programs for the poor.

Mr. Clinton has expressed regret for approving the Defense of Marriage Act, the “don't ask, don't tell” policy that barred gays and lesbians from serving in the military, and the 1994 crime bill, which led to an increase in police officers and tougher sentencing for minor drug offenses.

“I signed a bill that made the problem worse, and I want to admit it,” Mr. Clinton said at an N.A.A.C.P. event in July, shortly after Mrs. Clinton devoted the first major policy speech of her campaign to calling for an end to the “era of mass incarceration.”

Her recent and repeated embrace of her husband's economic successes — the sort of message she would be likely to take to general election audiences — speaks to Mrs. Clinton's growing confidence in her position in the Democratic primary.

While Mr. Clinton presided over one of the healthiest economies in recent memory, his pro-business pragmatism and emphasis on open markets are somewhat out of sync with a restless Democratic primary

electorate worried about growing income inequality and wary of new trade deals.

For months, it appeared that Mrs. Clinton, fighting to secure the support of labor unions and contending with Mr. Sanders and a potential run by Vice President Joseph R. Biden Jr., had staked out positions to the left of Mr. Clinton.

The former president, for example, signed into law the North American Free Trade Agreement; in October, Mrs. Clinton withdrew her support of the Trans-Pacific Partnership, a 12-nation trade pact that Mr. Obama has championed and that she supported at the State Department.

Mrs. Clinton has also pledged to do more to regulate Wall Street; her husband oversaw a period of deregulation that critics say played a role in causing the 2008 financial crises.

More recently, Mrs. Clinton has proudly and frequently declared that she comes from “the Clinton school of economics.”

“Talking about the Clinton economy, evoking the success of Bill Clinton’s economy, she is positioning herself as a growth Democrat,” said Jon Cowan, a former Clinton administration official who now heads the centrist think tank Third Way.

Mr. Clinton’s record does not evoke nostalgia for many liberal Democrats. In Saturday’s debate, both Mr. Sanders and Mr. O’Malley criticized Mrs. Clinton for not supporting a reinstatement of the 1933 Glass-Steagall Act, which broke up the big banks. Glass-Steagall was partly dismantled during her husband’s administration.

“I helped lead the effort as a member of the House financial committee against Alan Greenspan, against a guy named Bill Clinton — maybe you know him, maybe you don’t,” Mr. Sanders said tartly in Saturday’s debate.

And Mr. O’Malley has invoked both Robert E. Rubin, a Wall Street veteran, and Lawrence H. Summers, Mr. Rubin’s successor as Treasury secretary under Mr. Clinton, as the sort of people he would not consult for economic advice.

Mrs. Clinton’s advisers say any criticism of Mr. Clinton on economic issues is revisionist history, and cite powerful statistics: 7.7 million people lifted out of poverty, 22.7 million jobs created, a budget balanced.

“The only time every segment of society, from the lowest quintile to the middle through the top, saw their wages growing,” said John D. Podesta, Mrs. Clinton’s campaign chairman, who was a White House chief of staff to Mr. Clinton.

During the 2008 Democratic primary campaign, Mrs. Clinton leaned heavily on the economic successes of her husband’s administration. (“I always wonder what part of the 1990s they didn’t like,” she would say about political rivals, “the peace or the prosperity?”)

But this time, advisers say the strategy is twofold: Mrs. Clinton can bask in her husband’s economic accomplishments while trying to connect Republican policies to the 2008 financial crises that confronted Mr. Obama. “The point is, Republicans go in and screw it up,” said Joel Benenson, the Clinton campaign’s chief strategist and pollster.

Mrs. Clinton often gives voters a quick history lesson covering the last 35 years.

“We’ve had five presidents, three Republicans and two Democrats,” she said at a campaign event in

Urbandale, Iowa, this month. “I know both of the Democrats,” she added, sparking laughter. “I know they each inherited economic problems from their Republican predecessor.”

She often tells of Mr. Clinton’s being asked, shortly after his first inauguration, what he uniquely brought to Washington. “He thought to himself for a minute and said, ‘Probably arithmetic,’ ” she said.

And she has derided Republicans for supporting tax cuts for the wealthy and corporations, and “trickle-down” economics. On Saturday Mrs. Clinton reiterated her support for the Buffett Rule, the idea, named for the billionaire investor Warren E. Buffett, that the wealthiest Americans should pay income taxes of at least 30 percent. And campaign officials say she will make new proposals next month to raise taxes on the wealthiest Americans.

At the same time, Mrs. Clinton reminds voters that she is not running for anyone’s third term. “It’s not like she’s saying she’s going to do everything Bill Clinton did,” said Neera Tanden, the president of the Center for American Progress and policy director of Mrs. Clinton’s 2008 campaign. “The point is there is a broad approach, and that broad approach is very different from Republicans’.”

In Saturday’s debate, when asked what her husband’s role would be in a Hillary Clinton White House, Mrs. Clinton made it clear that she had given the matter some thought.

“I am probably still going to pick the flowers and china for state dinners and stuff like that, but I will certainly turn to him” to provide advice, she said, on “how we’re going to get the economy working for everybody, which he knows a little about.”

And he does not mind saying so.

Mr. Clinton will have the chance to remind voters about the robust economy he oversaw when he returns to New Hampshire next month to campaign for his wife.

It is a message he plainly enjoys delivering. “Let me remind you, we had one time in 50 years when we all grew together,” he said at a rally in Des Moines in October, waving a long finger at the crowd. “When I had the honor of serving as your president.”

[Editorial: Paid Parental Leave Comes to New York City](#) NY TIMES - Editorial

The United States is one of just a small handful of countries that do not provide paid leave for new mothers and fathers — and the only major industrialized nation that does not. On Tuesday, Mayor Bill de Blasio took a smart, if modest, step to counter this shameful fact by giving 20,000 non-unionized public employees six weeks of fully paid parental leave starting in 2016.

The policy, which Mr. de Blasio plans to impose through an executive order, is one of the most generous among cities and states nationwide. It will cover new parents, including those who adopt or take in foster children. It will not cover a vast majority of the city’s 300,000 unionized workers; any deal with those employees will need to be hashed out in collective bargaining.

Its \$15 million yearly price tag is to be offset by capping city employees’ total annual vacation days at 25 instead of 27, and eliminating a scheduled 0.47 percent pay raise in 2017 for managers.

Unfortunately, the policy doesn't extend to workers who choose not to have children, but may still have elderly parents or other family members who require their care. This reflects the limitations of a mayoral executive order, and highlights the importance of statewide legislation to provide paid family leave for all workers, as California, New Jersey and Rhode Island have done through disability insurance programs.

In those states, public support for the policy is high, and among California businesses surveyed, 90 percent said it has had either a positive effect or no effect on their productivity, profit, morale and costs.

The New York State Assembly passed a family-leave bill earlier this year, to be funded through increased contributions to the workers' compensation fund, but it did not get through the State Senate. In February, Gov. Andrew Cuomo, who has supported family leave, suggested there wasn't enough "appetite" for it in Albany. But Mr. Cuomo has already proved that he can move political mountains when he wants to, and he should assert his power on this issue.

Paid family leave remains uncommon, with only 12 percent of private-sector workers having access to this benefit and low-wage workers being the least likely to have it, according to the federal Labor Department. The federal Family and Medical Leave Act of 1993 provides up to 12 weeks of unpaid leave for certain workers, but that is not a viable option for the tens of millions of Americans who depend on a weekly paycheck. One study found that nearly one in four new mothers returned to work within two weeks of giving birth.

Some American companies, especially in the technology sector, have come to understand that even six weeks does not come close to the amount of time necessary for new parents to bond with their children. Facebook, Netflix, Google and others have recently offered four months or more paid parental leave to their employees. And that is still paltry compared with many other countries around the world, where new parents can get a year or more of paid leave. But by America's embarrassingly low standard, any progress is meaningful.

Contrary to the unfounded claims of some businesses and politicians, paid family leave in general — and paid parental leave in particular — is good for families, good for the economy and good for society. Mr. de Blasio, in addition to doing the right thing by many New York City residents, has issued a challenge to Mr. Cuomo and state lawmakers.

There is no reason for them to delay any longer.

[Cronyism Causes the Worst Kind of Inequality](#)

BLOOMBERG NEWS - Noah Smith

Economic inequality has skyrocketed in the U.S. during the past few decades. That has prompted many calls for government policies to reverse that trend. Defenders of the status quo argue that rising inequality is a necessary byproduct of economic growth -- if we don't allow people the chance to become extremely rich, the thinking goes, they will stop working, investing, saving and starting businesses. A receding tide will then cause all boats to sink.

Critics of the status quo have responded with the claim that inequality doesn't help growth, but instead

hurts it. This view was given ammunition by a number of recent studies, which have found a negative relationship between how much income inequality a country has and how fast it grows. One example is an International Monetary Fund study from 2015:

“[W]e find an inverse relationship between the income share accruing to the rich (top 20 percent) and economic growth. If the income share of the top 20 percent increases by 1 percentage point, GDP growth is actually 0.08 percentage point lower in the following five years, suggesting that the benefits do not trickle down. Instead, a similar increase in the income share of the bottom 20 percent (the poor) is associated with 0.38 percentage point higher growth.”

A similar 2014 study from the Organization for Economic Cooperation and Development concluded the same thing. Interestingly, the negative correlation between inequality and growth is found even when controlling for a country's income level. This isn't simply a case of wealthier countries growing more slowly and also being more unequal.

So the evidence is pretty clear: higher inequality has been associated with lower growth. But as with all correlations, we should be very careful about interpreting this as causation. It might be that countries whose growth slows for any reason tend to experience an increase in inequality, as politically powerful groups stop focusing on expanding the pie and start trying to appropriate more of the pie for themselves.

The IMF and OECD list some channels by which inequality might actually be causing lower growth. The most important one has to do with investment. When poor people have more money, they can afford to invest more in human capital (education and skills) and nutrition. Because these investments have diminishing marginal returns -- the first year of schooling matters a lot more than the 20th -- every dollar invested by the poor raises national productivity by more than if it gets invested by the rich. In other words, the more resources shoring up a nation's weak links, the better off that nation will be.

That's a plausible hypothesis. But there might also be other factors contributing to the correlation between inequality and growth. It could be that there is something out there that causes both high inequality and low growth at the same time.

The obvious candidate for this dark force is crony capitalism. When a country succumbs to cronyism, friends of the rulers are able to appropriate large amounts of wealth for themselves -- for example, by being awarded government-protected monopolies over certain markets, as in Russia after the fall of communism. That will obviously lead to inequality of income and wealth. It will also make the economy inefficient, since money is flowing to unproductive cronies. Cronyism may also reduce growth by allowing the wealthy to exert greater influence on political policy, creating inefficient subsidies for themselves and unfair penalties for their rivals.

Economists Sutirtha Bagchi of the University of Michigan and Jan Svejnar of Columbia recently set out to test the cronyism hypothesis. They focused not on income inequality, but on wealth inequality -- a different, though probably related, measure. Concentrating on billionaires -- the upper strata of the wealth distribution -- they evaluated the political connections of each billionaire. They used the proportion of politically connected billionaires in a country as their measure of cronyism.

What they discovered was very interesting. The relationship between wealth inequality and growth was negative, as the IMF and others had found for income inequality. But only one kind of inequality was associated with low growth -- the kind that came from cronyism. From the abstract of the paper:

[W]hen we control for the fact that some billionaires acquired wealth through political connections, the effect of politically connected wealth inequality is negative, while politically unconnected wealth inequality, income inequality, and initial poverty have no significant effect.

In other words, when billionaires make their money through means other than political connections, the resulting inequality isn't bad for growth.

That's a heartening message for defenders of the rich-country status quo. If cronyism is the real danger, it means that a lot of the inequality we've seen in recent decades is benign. Eliminate corrupt connections between politicians and businesspeople, and you'll be safe.

But Bagchi and Svejnar's finding cuts two ways. It also means that plain old inequality isn't beneficial for growth, as its defenders have claimed. That removes one of the big objections government policy makers face in talking steps to reduce inequality -- and that doing so is unlikely to hurt economic growth.

[America's zip code inequality](#)

BROOKINGS INSTITUTE - Richard Reeves

Inequality remained a prominent theme in public debate during 2015, likely helped by the unexpected rise and resilience of democratic socialist Bernie Sanders' run for the Democratic presidential nomination. Although the labor market continued its slow recovery, wage growth remained fairly weak—especially for middle and low earners. The upper middle class continues to pull away from the middle, not least in terms of income and wealth.

But it has also become much clearer that inequality is a geographical issue, as much as a social and economic one. Whether the focus is on the more immediate matter of income inequality or the slower-burning issue of intergenerational mobility, there is huge variation between different places in the United States.

Not all cities are created equal...

National income trends are important, of course. But they can often disguise deep differences by place. The income required to be 'rich,' at least by comparison to those around you, varies significantly between different cities, for example. A household income of \$100,000 puts you on almost on the top rung (around the 95th percentile) of the income ladder in Detroit. But to reach the same heights in San Jose, California, you'd need an income three times as great, according to calculations by my colleague Alan Berube.

There are also very large differences in the extent of income inequality in different metropolitan areas. Using the inequality measure used in another recent paper by Berube, the ratio between incomes at the 20th percentile and the 95th percentile, shows that while some cities have large gaps between rich and poor, others look almost Scandinavian in their egalitarian distributions. Here are the 20/95 ratios for the three most equal and unequal cities in the U.S.:

Intergenerational mobility varies—a lot—by place

In a groundbreaking research paper in 2014, Raj Chetty and his team at the Equality of Opportunity Project at Harvard showed that rates of intergenerational income mobility also vary considerably between different cities. It was always a stretch to compare the U.S. to Denmark on this front, given the colossal differences between the countries. But such comparisons became virtually unconscionable once the variations within the U.S. become apparent.

This year, Chetty and his co-author Nathaniel Hendren went a step further and a big step closer to showing a causal impact of place on the prospects for children raised in different locations. Again relying on large administrative datasets, the two scholars were able to show the variation in earnings for the folk hailing from, say, Baltimore versus Baton Rouge.

Professor Chetty presented his new research at a Brookings event in June (which you can view [here](#)), just weeks after the eruption of protest and violence in Baltimore following the death of Freddie Gray. One striking finding was that the worst place in America to grow up, in terms of subsequent earnings, is Baltimore City. Critically, Chetty's research design allows him to show that these differences do not reflect the characteristics of the people of Baltimore; but the characteristics of Baltimore itself. This downward effect on earnings is particularly bad for boys, as we highlighted in an earlier blog.

In related work, Chetty and his colleagues also show that children who move to a better place see an improvement in their own earnings—and that the younger they are when they move, the bigger the impact. The children of families who move as a result of the U.S. Department of Housing and Urban Development's Moving to Opportunity program showed sizable improvements in their own outcomes, as Jonathan Rothwell highlighted in his blog, 'Sociology's revenge: Moving to Opportunity (MTO) revisited.'

Race, place and opportunity

One of the findings from Chetty's earlier work is that race, place, and opportunity intersect in important ways. Cities with more segregation, and those with larger black populations, tend to show weaker upward mobility patterns. In order to understand the obstacles to upward mobility, policymakers have to adopt both a place-conscious (Margery Turner) and a race-conscious perspective. This policy was the subject of another Brookings event in November, with contributions from the Deputy Prime Minister of Singapore, the Governor of Delaware, and the Mayor of Newton, Mass. (The event can still be viewed [here](#); for my highlights see [this piece](#).) Being poor and black is generally not the same as being poor and white. Being poor in Cleveland is not the same as being poor in Charlotte.

On equal opportunity: think local, act local

Many states and cities are upping their game on issues of equality and opportunity, for both bad and good reasons. The bad reason is the relative inertia of the federal government. The good reason is a growing recognition that many of the levers for improving opportunity lie in the hands of institutions and agents at the state and metro level. Colorado has adopted a life-cycle opportunity framework and is pioneering efforts to integrate health and social policy. Charlotte has a high-profile taskforce (which I advise) on improving opportunity. Cincinnati has pledged to lift 10,000 children out of poverty within five years. Louisville is leading a push on school desegregation. Kalamazoo is adding greater student supports to its existing promise of free college. Baltimore's program to reduce infant mortality has shown remarkable success. Durham, N.C. has rolled out a universal home visiting program.

Many of these efforts are building on the emerging ideas around 'collective impact,' harnessing local resources of many kinds around a clearly-articulated, shared goal. Given the scholarship showing just how much particular places influences individual and broader outcomes, this is likely to be where much of the most important policy development will take place in coming years. In terms of equality—and especially equality of opportunity—we need to think local, and act local, too.

[Column: Actually, things are pretty good](#)

USA TODAY - Glenn Harlan Reynolds

Amid stories of terrorism, government incompetence and corruption, mass migration and economic stagnation, there's actually some good news: Global poverty has fallen below 10% for the first time ever.

That's right: A new study by the World Bank estimates that less than 10% of the world's population is living in what it calls poverty — an income of less than \$1.90 per day. Twenty-five years ago, over a

third of the global population was living on less. The biggest changes have come in East Asia and around the Pacific, but even sub-Saharan Africa, the worst place in the world for incomes, has improved significantly, with poverty dropping from 56% to an estimated 35.2% since 1990.

For most of human history, of course, extreme poverty was the norm. People worked hard to get — if they were lucky — three meals a day and clothes on their backs. Money was scarce, possessions were few, leisure existed only when all the work was done, which was seldom, and capital for investment was scarce — as were things to invest in.

Deaths from sickness and violence were common: As Steven Pinker has noted, human beings back in the era before nation states developed had a 15% chance of dying by violence; numbers today are vastly lower. This is true, he notes, despite the number of deaths from wars and civil wars.

Charles Kenny even wrote in *The Atlantic* that 2015 was the best year ever in the history of humanity. Wars have become less common and less deadly (though better publicized), while vaccines and medicines have reduced sickness and death. Kenny writes: “The UN reported this year that global child mortality from all causes has more than halved since 1990. That means 6.7 million fewer kids under the age of five are dying each year compared to 1990. Nearly 7 million families avoided the pain of burying their child in 2015 who would have gone through it if the world hadn’t seen two and a half decades of historically unprecedented progress against childhood illness.”

So that’s all good news. But it leads to a couple of points. First, this progress is contingent: Screwups or bad luck could turn things around. As science fiction writer Robert Heinlein once wrote:

“Throughout history, poverty is the normal condition of man. Advances which permit this norm to be exceeded — here and there, now and then — are the work of an extremely small minority, frequently despised, often condemned, and almost always opposed by all right-thinking people. Whenever this tiny minority is kept from creating, or (as sometimes happens) is driven out of a society, the people then slip back into abject poverty. This is known as ‘bad luck.’”

Globally, we’ve changed that “normal condition” by the spread of free markets and free inquiry, which have led to a global growth in knowledge and skills that has made almost everyone rich by human historical standards. But we could revert to the “bad luck” norm if things went wrong, and they still might. Eternal vigilance, and all that.

The second point is that people haven’t caught up. Our brains are still wired, in large part, for caveman times: A time when the stock of wealth was largely fixed (hunter-gatherers couldn’t create more antelopes, or more berries), so that if one person had more, that inevitably meant that another had less, and when strangers — meaning, basically, the people over the next hill — had every reason to try to take it away from you. These two caveman attitudes produce the zeal for redistribution that is now marketed as socialism and the tribalism that is still a major part of politics.

We don’t live in the caveman era now. Wealth isn’t fixed, but the product of human ingenuity — cavemen couldn’t make more antelopes, but we can invent gadgets and services that never existed before. And in free markets, we entrust our lives to strangers not of our tribe every time we fly in an airplane, drive on the highway or check in to a hotel.

We’ve come as far as we have by overcoming those caveman attitudes. To go farther, we’ll need to overcome them more completely. Will 2016 be better than 2015? That will depend on how well we do at that.

[Obama's agenda breaks through in 2015](#)

Gridlock in Washington and chaos on the campaign trail may dominate the headlines, but a look back at the big policy stories of the past year reveals a different story: The Obama administration got most of what it wanted, from overtime regulations to food rules to international trade, affecting virtually every aspect of American life.

A decidedly Obama-friendly agenda broke through with executive actions, regulations, court rulings and even an occasional legislative accomplishment in the Republican Congress. Whether it was re-establishing ties with Cuba, negotiating a 12-nation trade pact spanning the Pacific Rim or winning court cases on gay marriage and Obamacare, there were more policy victories for Obama than losses.

To be sure, there were setbacks: Obama underestimated the threat of the Islamic State of Iraq and the Levant, which will be the dominant threat to American security for the foreseeable future. A federal appeals court blocked the president's efforts to make it easier for many immigrants who entered the U.S. illegally to live and work here. And he failed to move the ball on gun control.

Some of the accomplishments don't fit neatly within either party's ideology: Congressional Republicans worked with Democrats to overhaul the much-criticized No Child Left Behind Act, returning more control over public schools to the states. And lawmakers from both parties signed off on a long-sought deal for a five-year highway bill, and legislation that made permanent several business and family tax breaks.

Here's a look at the most consequential stories of the year as judged by POLITICO's policy reporters:

Obamacare is upheld ... and then sustains fresh wounds: The Affordable Care Act survived another major legal challenge in June when the Supreme Court sided with the Obama administration and upheld government subsidies to residents in the 34 states that rely on HealthCare.gov as a marketplace. The King v. Burwell case could have resulted in more than 6 million Americans losing financial assistance to purchase health coverage, but Chief Justice John Roberts once again sided with the court's four liberals in backing the administration's position — and this time Justice Anthony Kennedy joined them. Only six months later, though, the law sustained serious damage after Congress voted to delay or kill several elements of its financing as part of a massive spending bill.

War rages against ISIL: Even before a San Bernardino, California, couple inspired by ISIL went on a deadly rampage, the U.S. campaign against the Islamist group had steadily escalated, with more than 3,500 U.S. troops now in Iraq and special forces operating in and out of Syria. The deployments signal the lengthy fight still ahead. But while Obama isn't recommitting a large ground force, the ramped-up deployments — along with the 10,000 U.S. troops still in Afghanistan — underscore the reality that the U.S. fight in the Middle East will be far from done when the president leaves office in January 2017.

Clean power plan: In August, the Environmental Protection Administration issued sweeping climate change regulations for power plants, the biggest source of temperature-raising pollution. The regulation aims to ratchet down carbon dioxide emissions. It also pushes electricity producers away from coal toward clean-burning natural gas, while accelerating the growth of solar, wind and other renewable power sources. Internationally, Obama used the rules to help cajole China and India to join an international climate agreement in Paris earlier this month.

FCC OKs 'free' Internet: Obama won his top technology priority in February, when the Federal Communications Commission voted along party lines to approve regulations that treat broadband like a utility and ensure all Web traffic is treated equally. The move gave the FCC clearer authority to act as an Internet traffic cop and introduced new protections for consumers and content companies such as Netflix. Internet providers like AT&T and Verizon said the rules would dampen innovation. Cable, telecom and

wireless trade groups brought suit in March to throw out the rules. A three-judge panel heard arguments this month and is expected to rule in the first half of next year.

12-nation trade deal clinched: After more than five years of talks, the Obama administration concluded the Trans-Pacific Partnership deal in October, which would tear down trade barriers with 11 countries in the fast-growing Asia-Pacific region, including Canada, Mexico and Japan. Obama hopes to win congressional approval of the deal before he leaves office, but Republicans raise concerns about pharmaceutical, tobacco and financial services provisions, while groups on the left question its labor and environmental commitments. Add in the difficulty of trade votes during a presidential election year, and the outlook for the agreement remains uncertain.

Worker wins: The Labor Department unveiled a rule to make millions of American workers newly eligible for overtime. The regulation, to be finalized next July, covers virtually all workers who earn below \$50,440 per year. (The prior threshold of \$23,660 had been updated only once since 1975.) The National Labor Relations Board also gave a gift to unions trying to organize the fast food industry with an August ruling that Browning Ferris Industries, a waste management company, qualifies as a “joint employer” alongside one of its subcontractors. The ruling means that franchisers like McDonald’s may now be forced to sit at the bargaining table with workers employed by a franchisee managing one of its restaurants.

Immigration actions blocked: The Obama administration’s executive actions to allow more than 4 million undocumented immigrants to live and work legally in the U.S. were blocked by a federal judge in response to a lawsuit from Texas and 25 other states. After two appellate court losses, the administration has asked the Supreme Court to hear the case.

U.S.-Cuba relations restored: President Barack Obama continued chipping away at the 53-year-old Cuba embargo this year, following through on an initiative he launched a year ago in December 2014. The administration announced rules in September to further ease trade, travel and investment restrictions on the communist island nation. The two countries also restored diplomatic ties and reopened embassies, although Cuba has made it clear that full normalization will require complete lifting of the Cold War-era embargo, a step the Republican-controlled Congress is unlikely to take.

Genetically engineered fish OK’d: The Food and Drug Administration’s approval of a salmon genetically altered to reach market size twice as quickly as conventional fish represents the first time the agency has approved a genetically engineered animal for human consumption. The November decision is likely to open the door for other such approvals. Whether supermarkets will stock the fish when its Massachusetts developer makes it available in about two years remains to be seen. Sen. Lisa Murkowski, whose home state of Alaska counts wild-caught salmon as a significant revenue source, got a rider inserted into the recent spending bill that requires that the fish be labeled before it can be sold across state lines.

Fed hikes rates for first time in a decade: The Federal Reserve raised interest rates in December by a modest 0.25 percentage point, ending almost a decade without an increase in borrowing costs and signaling confidence the nation has finally recovered from the 2008 financial crisis. Rate hikes could be a short-term economic boost, pushing companies and consumers to make big purchases now before rates go higher.

Combat jobs opened to women: In a historic move, Defense Secretary Ash Carter ordered the military to admit women to all combat jobs, fulfilling the president’s promise to make the military more inclusive. Obama inherited a military that barred gays from serving openly, banned transgender troops and prohibited women in ground combat units. All three of those exclusions have been, or are being, overturned. In his final order, Carter rejected a Marine Corps request for some exemptions, saying the “force of the future must continue to benefit from the best people America has to offer.”

Take us to your (new) leader: Former Ways and Means Chairman Paul Ryan replaced John Boehner as speaker of the House in October, making the chamber's undisputed chief tax and health care wonk its most powerful member. That had many observers recalibrating the odds of full-blown tax or entitlement reforms, particularly if a Republican wins the White House. It perhaps wasn't a coincidence that lawmakers passed a huge tax cut less than two months after Ryan's ascension.

Giant data hack and China truce: The largest known data breach in U.S. government history at the Office of Personnel Management made victims out of approximately 22 million current and former government employees, as well as others vetted for travel and other programs. That fueled congressional hearings, a governmentwide "cyber sprint" to improve federal network security and contributed to a US.-China pact renouncing cyber espionage for commercial purposes.

No more No Child Left Behind: It took eight years since its expiration, but Congress finally overhauled the nation's overarching K-12 education law, shifting decision-making power back to the states. The new law preserves annual testing in reading and math for kids in the third through eighth grades, but the feds will have less ability to dictate what goes on in schools. States will still have to report how minority students and those from low-income families do on tests, as a way of holding schools accountable.

Green light for gay marriage: The Supreme Court ruled 5-4 to make same-sex marriage legal nationwide, with Justice Anthony Kennedy writing the majority opinion and providing the swing vote. The June decision on *Obergefell v. Hodges* came against the backdrop of polls showing Americans increasingly supportive of gay marriage. In his opinion, the Reagan-appointed justice wrote that "it would misunderstand these men and women to say they disrespect the idea of marriage. Their plea is that they do respect it, respect it so deeply that they seek to find its fulfillment for themselves. ... The Constitution grants them that right."

Keystone XL pipeline KO'd: After seven years of delay, the Obama administration rejected a permit for TransCanada to build the Keystone XL oil pipeline. The \$8 billion, 1,179-mile Alberta-to-Texas pipeline had achieved an "overinflated role in our political discourse," Obama said, as he made a public show of killing the project in the Roosevelt Room, alongside Secretary of State John Kerry. Republicans, industry and labor unions had lauded the project's potential to create jobs, lower gas prices and reduced dependence on Middle Eastern oil. Greens had painted the pipeline as a "game over" for the climate and led several rallies in Washington and elsewhere to press their opposition.

Deal on five-year highway bill: The agreement, the biggest transportation infrastructure bill in a decade, provides more than \$300 billion for federal transportation programs and sets out the policies that will govern highway, transit and rail spending for the next five years. It was one of Congress' biggest achievements of the year and will provide certainty, enabling state governments to undertake major new projects and infrastructure upgrades that often take far longer to complete than the one-to-two-year extensions that have emerged from Washington since 2009, usually as last-minute patches. Aside from the bipartisan support it won inside the Capitol, the bill was welcomed by both the U.S. Chamber of Commerce and labor groups, and provided a boost to Paul Ryan early in his new role as speaker of the House.

'Doc fix' done: In April, Congress finally overhauled the formula for paying doctors who treat Medicare beneficiaries, ending the perennial fight over the "doc fix." The legislation, passed with overwhelming bipartisan support, establishes a payment system designed to reward doctors who deliver good outcomes.

Permanent tax credits: The most important tax bill of the year came at the very end: a \$680 billion tax cut Congress approved just before leaving for the year. The legislation delayed Obamacare's unpopular Cadillac tax; made several big, but temporary business tax breaks permanent (a win for Republicans); and made stimulus-era expansions of the earned income and child tax credits part of the tax code (a move that appeased Democrats). It will likely be the last big tax deal until the next administration.

Drone rules: Fearing as many as a million new drones may have landed under Christmas trees, the administration announced just before the holidays that it will require consumers to register their craft — and pay a small fee derided as a “drone tax” by early next year. The Federal Aviation Administration announced the national drone registry to deal with an increasingly crowded airspace and a rash of incidents, from drones buzzing planes to crashing on the White House lawn. The agency built the rule from recommendations made by a task force of retailers, manufacturers and law enforcement officials, but also bucked some of their suggestions — such as keeping registration free for consumers.

[Obama's year in regulations](#)

THE HILL - Tim Devaney

With time running out on his presidency, President Obama looked to muscle through his regulatory agenda in 2015.

From the Environmental Protection Agency's new regulations on power plants and water protections to the Labor Department's push for stronger overtime standards, the Obama administration was in a rush to get its regulatory agenda completed before a new president takes office.

Here's a look at some of the biggest regulatory fights of the year.

Power plant rules

The EPA took major strides toward implementing President Obama's climate agenda in 2015.

Perhaps no rule was more controversial than the EPA's carbon emissions limits for existing power plants.

Power plants will be required to cut emissions by 32 percent by 2030, the EPA announced in August.

This is a significant part of Obama's climate legacy, but GOP presidential candidates assailed the rule and say his efforts to save the planet will destroy the coal industry and lead to higher energy costs.

Obama used the pocket veto to reject a congressional measure to overturn the carbon rule.

Separately, dozens of states are challenging the rule in federal court.

Ozone limits

The GOP is also up in arms over the EPA's new ozone limits for air pollution.

The EPA announced in October it is tightening the ozone standard to 70 parts per billion (ppb), imposing tougher restrictions on communities than the previous standard of 75 ppb.

Business groups call it the most expensive regulation in history, with the National Association of Manufacturers suggesting the rule could cost \$1.1 trillion to comply with.

But climate activists hoped the EPA would have gone further by lowering the standard to 65 ppb.

The Obama will be forced to defend the ozone rule in court. It is facing lawsuits from industry and a handful of states.

Clean water rule

The EPA is also defending a new water pollution rule from Republican criticism.

The EPA is already responsible for regulating major bodies of water, but the new rules would give the agency more authority over smaller water sources like streams and ponds.

Farmers are concerned the EPA could misuse the rule to regulate small puddles on their lands.

Republican lawmakers have pushed back against the rule. While dozens of states are challenging the rule in court.

Overtime protections

The Department of Labor (DOL) is pressing ahead with new overtime protections that would raise pay for nearly 5 million workers.

The overtime rules would ensure that blue-collar employees are paid time-and-a-half when they work more than 40 hours in a week.

Most workers do not qualify for overtime pay under the current standards. Anyone who makes more than \$23,660 per year is not eligible.

The new overtime standard would raise the cutoff limit so workers who make less than \$50,440 qualify for time-and-a-half pay.

Fiduciary rule

The Labor Department's proposed rules for retirement investment advisers have also generated much controversy in the financial industry.

The so-called fiduciary rule survived a challenge from business groups in the recent government spending bill.

Retirement advisers would be required to act solely in the best interest of their clients under the fiduciary rule.

The Obama administration argues the rule will protect investors from bad retirement advice. But Republicans say it could drive up the price for consumers and keep some from seeking out advice.

These rules play a big role in the Obama administration's fight against income inequality.

Democrats say they will raise millions of hard-working Americans out of poverty. But Republicans say they are unfeasible.

Union election rules

If the EPA was the most controversial regulatory agency in 2015, the National Labor Relations Board (NLRB) was a close second.

The GOP's on-going grudge match with the labor board reached new heights this year.

Congressional Republicans voted to overturn the NLRB's union election rule, which speeds up the process by which workers can organize.

They referred to it as the “ambush election” rule, because they say it wouldn’t give companies enough time to prepare for union elections.

But President Obama blocked their efforts, arguing that the rule would protect workers from workplace intimidation against organizing.

The union election rule survived multiple court challenges from business groups.

A few months later, the National Labor Relations Board ruled that companies can be held responsible for the labor violations of their business partners and contractors.

The labor board reasoned the move would protect employees, who often times have no one to blame for mistreatment in the workplace.

But critics assailed the joint employer ruling as fundamentally unfair to business.

Housing rules

The Department of Housing and Urban Development’s (HUD) bid to diversify America’s wealthiest neighborhoods triggered a fight over racism.

The housing rules released in July aim to root out segregation across the country.

The Obama administration reasons the rules will provide more opportunities for minorities and low-income individuals to live in nicer neighborhoods. But Republicans call it “social engineering.”

The HUD also proposed a smoking ban at government-assisted housing facilities in November.

The smoking ban is intended to protect hundreds of thousands of public housing residents from secondhand smoke. It would apply to lit cigarettes, cigars and pipes.

E-cigarette rules

—The Food and Drug Administration’s (FDA) electronic cigarette rules have set off an intense regulatory battle on Capitol Hill.

The FDA faces pressure from Republicans and Democrats, as well as health and industry lobbying groups, over the e-cigarette rules it sent to the White House for final approval this fall.

The Obama administration fears e-cigarettes could attract a new generation of youth smokers. But Republicans and industry groups say they could also help wean smokers off more harmful traditional cigarettes.

The e-cigarette rules could help contribute to President Obama’s legacy on tobacco.

Drone regs

—The Federal Aviation Administration (FAA) released new drone registration requirements this month that have been a magnet for criticism.

Drone users will be charged \$5 to register their unmanned aircraft with the federal government.

But critics say the long-awaited rules amount to a “drone tax.”

Bullet rules

—The Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) enraged Republicans and gun rights supporters when it floated the idea of a ban on armor-piercing ammunition.

Republicans said the bullet ban infringed on the Second Amendment, but Democrats argued it only applied to bullets that are used in assault weapons.

In a rare defeat for the Obama administration, the bullet ban was so unpopular the ATF withdrew the proposal a short time later.

That angered gun control advocates in Congress.

A flood of legislation from both sides of the aisle followed.

Guns

President Obama is preparing to hand down a number of controversial executive actions on guns.

The White House announced the executive actions in October, but is still working on the final details. The president has limited authority to unilaterally expand background checks, experts say.

But Republicans are looking to block the moves.

Pay gap

The Securities and Exchange Commission (SEC) issued a controversial rule this summer that will require public companies to disclose the pay gap between their top executives and other employees.

The CEO pay disclosure rule set off an intense lobbying battle between business and labor groups.

[Why Raising The Minimum Wage Probably Won't Fix Income Inequality](#)

HUFFINGTON POST - Shane Ferro

Does raising the minimum wage decrease income inequality?

On its face, the answer seems like a fairly straightforward yes. If a huge chunk of people at the bottom of the income distribution are making more money, they are getting closer (however slightly) to those above them.

The issue is not quite that straightforward, though. A new paper finds that a declining minimum wage throughout the 1980s was likely not the primary reason that the income of poor people moved farther away from that of the wealthy.

That means raising the minimum wage is likely not the solution to reducing inequality, though it very well might be helpful to that bottom rung of workers. America could need a higher minimum wage for the poorest workers, while also needing a different -- and likely much more difficult -- solution to income inequality for everyone in the 99 percent.

The paper, published in The American Economic Journal: Applied Economics, finds that the effect of the minimum wage on income inequality is smaller than economists have thought in the past -- which is not to say it has no effect. Specifically, the authors looked at vastly increased income inequality in the 1980s

and asked whether a decreasing real minimum wage (meaning it was growing slower than inflation) helped increase that inequality.

The paper (you can read an ungated, earlier version [here](#)) says that the effect of a wage floor on income inequality is "economically consequential but substantially smaller than that reported" in previous economic literature.

Why is this important? Both income inequality and the minimum wage have become hot-button political issues in recent years, particularly since the rise of the Fight for \$15 campaign and the release of Thomas Piketty's tome *Capital in the 21st Century*. Democratic presidential hopefuls Hillary Clinton and Bernie Sanders (I-Vt) talk about income inequality as a major economic problem and advocate for raising the minimum wage as one possible solution for the issue.

The exact cause of income inequality is up for debate. But many people, including Piketty, think it has to do with the returns that the already wealthy see on their holdings, causing the rich to see more and more wealth every year, even as incomes don't budge.

This paper provides some evidence for separating the two issues. It's possible that those on the lowest rung on the income ladder deserve more, and we need to create a more equal income distribution for the rest of the 90 or so percent of wage earners in the U.S. But according to this research, those are mostly separate issues with separate solutions.

[Inequality is destroying American democracy](#)

AL JAZEERA AMERICA - Sean McElwee

Last year two political scientists, Martin Gilens and Benjamin Page, released a bombshell paper suggesting that "America's claims to being a democratic society are seriously threatened" because policymakers overwhelmingly respond to the wishes of the wealthy rather than the majority of voters. The paper expanded on Gilens' earlier work and was widely lauded in the press, with the two authors appearing on "The Daily Show."

But as shocking as their findings were, new evidence suggests that the superrich may have even more divergent opinions from average Americans' and that these gaps may help explain the rise of reactionary politicians such as Donald Trump.

Trump's extended lead in GOP presidential polling has come as quite a surprise to Beltway journalists. However, new data from a 2012 survey that includes a relatively large sample of high-income individuals suggest one reason for the divide: The richest of the rich have dramatically different views from average Americans'. Gilens provided me with the following data from the Cooperative Congressional Election Study (CCES), a 50,000-person survey with a large sample of wealthy individuals. The sample included 118 individuals whose annual income was over \$500,000, 171 who earned \$350,000 to \$499,999 and 343 earning \$250,000 to \$349,999. The median annual income in the U.S. is \$52,000, and an income of \$385,195 is enough to put an individual in the top 1 percent.

The data provided by Gilens suggest startling divides between the rich and the rest of Americans on issues related to budgets and redistribution. To begin with, there's the hotly contested Bowles-Simpson budget — a proposal from the 2010 National Commission on Fiscal Responsibility and Reform created by President Barack Obama and chaired by Erskine Bowles and former Sen. Alan Simpson. The CCES informed the people it polled that the budget would reduce the debt by 21 percent by 2020 by cutting Social Security, Medicare, Medicaid and defense spending by 15 percent and by eliminating tax breaks for individuals and corporations. The budget was supported by a bipartisan group of politicians and heavily promoted by mainstream media. New York Times columnist David Brooks, for instance, claimed

that Bowles-Simpson would “lay the foundation for decades of prosperity” and “galvanize a new-center left majority.”

The problem is that the plan fails to find favor with Americans in general. On average, 49 percent of Americans support Bowles-Simpson and 51 percent oppose it when its essential features are described in survey questions. These gaps are strongly defined by class. Among those earning less than \$30,000 a year, only 41 percent support it, while among those earning \$500,000 or more, support was 72 percent.

A more draconian budget supported by Republican House Speaker Paul Ryan, which, the CCES informed respondents, “would cut Medicare and Medicaid by 42 percent” and “would reduce debt by 16 percent by 2020,” also produced divergent responses. Only 18 percent of the full sample supported the Ryan plan, but among those earning \$250,000 or more, support was 31 percent. Among those earning less than \$30,000, only 13 percent supported the Ryan budget, compared with 36 percent of those earning \$500,000 or more.

One CCES question asked whether survey subjects supported extending the Tax Hike Prevention Act, which would renew President George W. Bush’s tax cuts on all earners. Though presented as cuts that benefit all Americans, data suggest that the tax cuts are heavily favorable toward the wealthy, with 30 percent of the tax cuts going to the richest 1 percent. On that question, again, there were deep class divides. Among those earning less than \$30,000 a year, 24 percent of respondents supported extending the Bush tax cuts. Among those earning \$500,000 or more, 43 percent did. On average, support for full extension of the Bush tax cuts stood at just 26 percent, while among those earning \$250,000 or more, it was 37 percent.

These data supplement a working paper (which I’ve written about for Al Jazeera America) by political scientists Jesse Rhodes and Brian Schaffner. They found that Republican members of Congress are “more strongly associated with the ideological predispositions of individuals in higher wealth brackets” while Democrats are less strongly associated with millionaires. Rhodes and Schaffner also found that “millionaires receive about twice as much representation when they comprise just 5 percent of the district’s population [as] the poorest wealth group does when it makes up 50 percent of the district.” In addition, Rhodes and Schaffner highlighted important divides between the rich and average Americans.

Critics of Gilens and Page noted that there is significant overlap between the rich and the middle class on many issues. But as Gilens wrote in a response, “affluent Americans do not always get the policies they prefer either. But the affluent are twice as likely to see the policies they strongly favor adopted, while the policies they strongly oppose are only one-fifth as likely to be adopted as those that are strongly opposed by the middle class.”

He added that issues regarding wealth redistribution produce some of the sharpest disagreements between rich and poor, saying, “What are these policies that are popular with the middle-class but not the affluent? The majority are redistributive policies” — policies like raising the minimum wage, boosting income taxes on the wealthy or cutting payroll taxes that hit the poor hardest.

As Mijin Cha and David Callahan, former colleagues of mine at the progressive think tank Demos, have argued, one of the key divides between the political donor class and nondonors is on the issue of austerity. The latest data suggest that the wealthy have strongly different priorities on the budget from the nonwealthy.

The rise of Trump and the tea party movement owes a lot to these divides. On the other side of the aisle, supporters of avowed socialist Sen. Bernie Sanders’ presidential campaign may be justifiably upset about the many centrist Democrats who have supported GOP-backed austerity policies, likely bowing to pressure from the increasingly powerful economic elite. As Gilens wrote, “coincidental representation is a pale, counterfeit, simulacrum of democracy.” This fraudulent democracy goes a long way to accounting

for the appeal of populism across the ideological spectrum.

[Is shrinking the middle class a good thing?](#)

AL JAZEERA AMERICA - Lynn Stuart Parramore

A recent report from Pew Research, “The American Middle Class Is Losing Ground,” isn’t exactly conducive to holiday cheer for most of us. Middle-income households, defined as those earning \$42,000 to \$126,000 a year, are capturing a smaller share of the American pie; the middle class, after enjoying a great run as the country’s majority economic group for four decades, appears to have sputtered. In terms of income share, this group is now matched in size by the economic tiers above and below it.

But to many laissez-faire conservatives, this news is far from gloomy. Writer-provocateur and Adam Smith Institute fellow Tim Worstall, writing at Forbes, complains (after warning that people often read statistics to justify their political biases) that the report will send folks “bleating away about the death of the American middle class” and collapsing into “shrieks of egalitarian horror” when we should be cheering. He argues that the “bleaters” have got it wrong. The real story is not that the middle class is shrinking but that the upper middle class is expanding and, most important, the ranks of the poor are decreasing.

In Worstall’s mind, the poor appear to be “movin’ on up,” just like George Jefferson of sitcom fame, catapulting into higher echelons to join the rich. Hooray for unbridled capitalism! How could everyone have gotten the story wrong?

Actually, Worstall gets it almost all wrong. He admits, in a note appended to his column, that he misread the Pew chart, which shows quite clearly that the ranks of the poor are, in fact, growing rather than shrinking. The theme song of this chart not “Movin’ On Up” but “Slip-Slidin’ Away.”

The Pew numbers indicate that in 1971, 16 percent of Americans were in the lowest income tier and 9 percent were in the second-lowest tier (the two groups below the middle class). That’s 25 percent of us, or 1 in 4, living below the middle-income level. Fast-forward to 2015: Now we’ve got 20 percent in the lowest tier and 9 percent in the second lowest, for a total of 29 percent below the middle class. A bigger percentage of us is badly off.

The Pew report further states that the middle-income tier shrank during this period, from 61 percent of Americans in 1971 to 50 percent in 2015. Worstall grumpily acknowledges that he screwed up in claiming that “we’ve got fewer poor people” today and explains that he suffered from “brain spasms that had me reading the left hand side of the chart chronologically downwards and the right hand side upwards.”

Yet even after realizing his mistake, he asserts, quite unembarrassed, that the substance of his argument that the shrinking middle class is not a problem holds true. Why? Because, he says, more people have gotten richer than have gotten poorer, so even if the middle class is proportionally shrinking, things are still looking good.

It is a near-religious belief among free market fundamentalists that having more rich people is good for society; it’s the essence of trickle-down economics. Many insist that inequality itself is good for society because it drives people to succeed and, besides, the market should decide who makes it. Former Sen. Rick Santorum notably made this claim in 2012, saying, “There is income inequality in America. There always has been, and hopefully — and I do say that — there always will be.”

To abandon such notions is to admit that policy choices in the last few decades have been detrimental to the American way of life, if by that you mean increased opportunity and mobility for the many rather

than the few. Thus the brain spasms working their way through the conservative punditry in the wake of the Pew report: Over at The National Review, Scott Winship argues that too many analysts are “hung up on inequality,” that a “modest increase in polarization” of incomes is nothing to worry about and that, anyway, the Pew definition of middle income is arbitrary. He also trots out the familiar claim that the poor are better off than they used to be, a view shared by Rep. Darrell Issa, the wealthiest member of Congress, who has cited such amenities as coffeemakers and cable TV accessible to America’s poor, as opposed to those living in the developing world. No doubt Ebenezer Scrooge would agree.

Free market champions reading the Pew chart see percentages rise more sharply in the very richest category and jump to the conclusion that the chances of becoming rich are increasing. But the reason for that sharp rise is that there are fewer rich people than poor people in absolute numbers. There are about 46 million Americans living below the poverty line. In contrast, there are some 10 million folks in the U.S. living in millionaire households.

According to Pew, there are 120.8 million adults living in middle-income households, compared with 121.3 million who are in upper- or lower-income households; 9 percent are in the highest quintile, and 20 percent are in the lowest. It’s clear from the Pew report that the people who have the biggest incomes have been pulling away from the pack in terms of their share of wealth — a trend that shows no sign of slowing.

“The share of U.S. aggregate household income held by upper-income households climbed sharply, from 29 percent in 1970 to 49 percent in 2014,” Pew states. “More recently, upper-income families, which had three times as much wealth as middle-income families in 1983, more than doubled the wealth gap; by 2013, they had seven times as much wealth as middle-income families.”

There may be a few more people joining the ranks of the rich, but the real news is that those who are already rich are getting much, much richer.

Worstell is right about one thing: Our political biases influence the story we attach to numbers. The laissez-faire defenders want so badly to erase the problem of inequality and reduced prosperity for the bulk of Americans that their brains fail to read simple charts and employ elementary logic.

They do not want to believe that more Americans are becoming worse off, because this development flies in the face of the big free market promises made by Milton Friedman and his followers — that unfettered capitalism will deliver the best outcomes to society. But if you take off the ideological blinders, it’s easy to read the plain numbers on the wall. A giant chunk of Americans is sinking economically, and we need to focus on policies that aid the drowning and make room for ordinary people among all the mega-yachts.

[Mutual Fund Trends: Stock Pickers Are Banking on Bank Stocks](#)

ABC NEWS - Stan Choe

By themselves, neither is very popular. But together, perhaps, they can win some fans?

Stock-picking mutual funds, which investors have been fleeing, are increasingly bulking up on bank stocks in hope of beating index funds and luring back dollars.

That, plus other trends from around the mutual-fund industry:

— Banking on banks

Actively managed mutual funds are struggling. Most have fallen short of the Standard & Poor's 500

index for years, and the reason to pay their higher fees is for the chance to beat index funds. Only 27 percent of large-cap core mutual funds beat the S&P 500 this year, as of Dec. 9.

To improve their returns and lure investors back, stock pickers are increasingly betting on stocks of banks and insurers. Large-cap core mutual funds have an average of 17.8 percent of their portfolios invested in financial stocks, according to a review by Goldman Sachs. That's 1.65 percentage points more than S&P 500 index funds have.

That may not sound like a big difference, but it's the sector where active managers most differ from index funds, by far. The next-biggest "overweight" by actively managed funds is in the industrial sector. Managers have 0.68 percentage points more of their portfolios there than index funds do.

The emphasis on banks is part of a broader approach to take advantage of rising interest rates, now that the Federal Reserve has raised short-term rates for the first time in nearly a decade. The Fed's move earlier this month, and expectations for more increases, give banks cover to charge more for credit cards, auto loans and other products, which should help their profits. Higher rates should also help insurers, allowing their vast bond holdings to produce more income.

At the same time, fund managers have also lightened up on stocks that, conventional wisdom says, would be hurt by rising rates. They own fewer real-estate investment trusts, utilities and telecoms than index funds do, for example. These kinds of stocks pay high dividends, and the thought is demand for them will drop as income investors gravitate back to bonds.

— Doing good and doing well

Actively managed mutual funds have been hemorrhaging dollars generally, but one niche within stock picking has remained consistently popular.

Socially responsible mutual funds have drawn more investment dollars than they've lost in every 12-month period going back to late 2013, according to Morningstar. They attracted \$2 billion in net investment over the year through November, for example. That's in stark contrast to the \$163 billion that actively managed U.S. stock funds lost as a group over the same time.

Investors like that these socially conscious funds consider whether companies are helping or hurting the environment, promoting good corporate governance or reducing income inequality. These factors could ultimately help protect or hurt companies' profits over the long term, proponents say.

"Our numbers show that sustainable investing has become part of the mainstream," said Lisa Woll, chief executive of the Forum for Sustainable and Responsible Investment, which also goes by the name US SIF. Hundreds of funds incorporate environmental, social or governance factors in their investment strategies, US SIF has a list of them on its website.

— Falling 401(k) fees

When it comes to investing for retirement, you don't necessarily get what you pay for. You keep what you don't pay for.

High expenses can erode a nest egg, particularly over the decades that a worker is saving. And expenses can quickly add up. Mutual funds charge expenses to pay for their managers' salaries. Plan providers also charge fees to cover record-keeping, accounting and the cost of sending those letters to you in the mail that you just throw out.

The good news is that overall expenses are on the decline across 401(k) plans, according to a review by

the Investment Company Institute and BrightScope.

The average worker was in a 401(k) account where \$58 of every \$10,000 invested went to cover fees in 2013, according to the review's most recent data. That's down from \$65 in 2009.

Workers in the biggest plans tend to have the lowest fees. Part of that's because workers in larger plans tend to invest more in index funds, which have lower fees than actively managed funds. But larger plans are also able to spread out their administrative costs over a greater number of workers.

[Column: These facts about inequality can't be whitewashed](#)

PBS NEWS HOUR - John Komlos

Consider these facts from a recent Federal Reserve report:

—Between 2010 and 2013, “only families at the very top of the income distribution saw widespread income gains.” That’s the Fed’s way of saying that the top 3 percent of families receive roughly a third of all income generated in the U.S. annually.

—The top 10 percent of families received just about half of total income in 2013. Thus, total income is split evenly between the 10 percent and the remaining 90 percent.

—Between 2010 and 2013, “families at the bottom of the income distribution saw continued substantial declines in real net worth.”

As incredible as it sounds, 90 percent of Americans own just 25 percent of the country’s wealth while the remaining 10 percent own 75 percent of it. The dismal science does not get much drearier than that. Of course, the 1 percent has always wanted to whitewash this inconvenient truth that the market distributes income and wealth in such a morally indefensible manner.

I am nonetheless bewildered by an essay last week by Marty Feldstein, an AAA-rated Ivy-League economist, advisor to presidents and presidential hopefuls, mentor to a dozen crème-de-la-crème economists and member of the board of directors of the American Insurance Group for 22 years. Feldstein claims that the wealth distribution is not as bad as it looks. After all, the have-nots still have Medicaid, Medicare and Social Security! All we have to do is to count those benefits as part of our private wealth as though they were in our safe-deposit boxes, and the obscene distribution becomes quite tolerable.

So alright then, I’ll ask my banker if she’ll take my rights to Medicare as down payment for a house, and after that I’ll cash in my future Social Security payments to pay for a trip to the Caribbean. No? What do you mean I can’t do that?

Feldstein defines wealth as “the ability to spend more than one’s income.” But he forgets the time dimension. A diamond ring could be converted immediately into cash at the local pawn shop, and then I could spend more than my income. However, my Medicare entitlements do not enable me to do so. I have to wait until I get sick in order to receive any benefits, and the benefits won’t enable me to spend more than my income; instead, they’ll just help me get over my ill fate of having become sick, and then I still have my co-payments to worry about.

And as far as Social Security is concerned, for more than 10 million people it does not enable them to spend more than their income either; in fact, it is their only income.

Ask a 20-something-year-old if they think they feel wealthier because of the existence of Social

Security. I bet they'd look at you askance. After all, half of millennials do not believe that they will receive any benefits by the time they retire. They are paying taxes now and are poorer for it, not wealthier. Will future generations be honor-bound to continue Social Security payments by the time they retire? There is no generational contract, no pledge, no promise that they'll have retirement benefits waiting for them. With such an uncertain economic future, we can hardly blame them for being incredulous. I doubt that they consider their future benefits as part of their portfolio while burdened by taxes for their grandparents' generation's retirement.

Moreover, just 6 percent of millennials (and 9 percent of members of Generation X) believe that Social Security benefits will remain at their current levels. And the benefits are pretty low to begin with. The average monthly Social Security payment is but \$1,300, which is about the hourly wage of a typical 1 percenter. In other words, Social Security income is just \$135 above the official poverty threshold for a family of two over the age of 65. That's nowhere near wealth.

Social Security might meet your basic needs if you limit your needs to the bare minimum. Note that U.S. Social Security benefits are well below Organisation Economic Co-Operation and Development average relative to income.

Thomas Piketty, the celebrated author of the best-selling "Capital in the 21st Century," defines wealth as "the total market value of everything owned... provided that it can be traded on some market. It consists of the sum total of nonfinancial assets... and financial assets... less the total amount of financial liabilities (debt)." In other words, wealth can be transferred. Entitlements cannot be.

In fact, the state of our finances is even worse than the Fed's data show. The Census also collects wealth data and shows what the have-nots owe. The Census reveals that the bottom 20 percent of U.S. households is underwater with an average net worth of -\$32,000, that is, the debts of about 60 million people are greater than all their assets combined. No automobiles, no equity in a house, no checking account balances, no diamonds. Nothing owned outright. If you combine the first and second quintiles of the wealth distribution, it's apparent that 120 million people's average net wealth is still below zero at minus \$11,000.

And let us not forget that the picture is even more dismal among minorities. Among African American households, average wealth is still negative in the bottom 60 percent of the wealth distribution. And the average wealth among 80 percent of African American households is a meager \$10,000. I wish I could whitewash these facts somehow, but using Social Security to offset this picture just won't do.

The inconvenient truth is that these government programs are not wealth at all. Rather, they are simply transfer payments from currently 166 million workers to 59 million retirees and people with disabilities. In contrast, Feldstein writes: "The Social Security trustees estimate that Social Security 'wealth' — the present actuarial value of the future benefits that current workers and retirees are projected to receive — is \$59 trillion." No such thing. The Social Security Administration actually calls these estimates "future costs" and not "wealth." So the Social Security Administration does not consider these taxes wealth, the Fed does not consider them wealth, the Census does not consider them wealth and the participants do not consider them wealth. It looks like they're wealth only in Professor Feldstein's imagination.

[African-Americans Most Likely to Attend Low-Quality Colleges](#)

TIME - Kim Clark

New research finds lower graduation rates, higher student loan defaults, and lower alumni earnings.

African-Americans disproportionately attend low-quality colleges, which may be one reason that despite an improving economy, they continue to earn less on average than whites, a new research report has

found.

Jonathan Rothwell, a researcher at the Brookings Institution, found that while more Americans of all races are attending college, African-Americans were more likely to attend colleges with lower graduation rates, higher student loan defaults, and lower alumni earnings than whites, Asians, or Hispanics. His data were for 2013, the latest year available.

“The first-generation Black and Hispanic students who are going to college are not getting the same high-quality educational experience as their more affluent or socially advantaged peers,” Rothwell wrote.

But, Rothwell noted, other research shows that African-Americans who attend better schools—even if they have similar qualifications as peers attending worse schools—are much more likely to graduate, find a good-paying job, and pay off their student loans. “There is very strong evidence that even less-prepared students do better when they attend higher quality institutions,” he says.

The takeaway: “It’s not just quantity of education. Quality matters,” Rothwell says.

His findings indicate that pushing more students to merely attend college—without regard to the quality of the school – could be a mistake. “Attending one of the worst colleges may not be better than going to no college,” because students tend to borrow, then drop out, leaving them without the education needed to earn a paycheck that will pay off their student loans, he notes. Sending students to low-quality, high cost colleges “will not be enough to reduce income inequality... That gap is likely to persist so long as educational opportunities remain unequal at the earliest levels and throughout” the educational system, he concluded in his report.

Instead, he says, students should attend the very best college possible.

These findings come at a time of growing debates over who should go to which colleges, as well as the causes of continuing income inequality.

Many student groups on campuses around the country, for example, have been holding protests demanding, among other things, more opportunities for minority students.

First Lady Michelle Obama recently posted a rap encouraging all students to aim at college.

Meanwhile, the Obama Administration has been cracking down on expensive, low-performing for-profit colleges, forcing many of them to close.

And the Supreme Court is currently mulling whether it is constitutional for public colleges to consider an applicant’s race during the admissions process. During the oral arguments, Justice Antonin Scalia asked whether underqualified students did better at “slower” schools.

Other researchers criticized some of the assumptions in Rothwell’s study, objecting, for example, to his definitions of what makes a college “high quality.”

Marybeth Gasman, who directs the University of Pennsylvania’s Penn Center for Minority Serving Institutions, says it isn’t fair to judge a college’s “quality” by the earnings of its alumni because other research has shown that employers are biased against African-Americans. “You can’t judge a college by high earnings because of systemic racism” that makes it harder for African-Americans to land good-paying jobs, she says. In addition, it isn’t appropriate to call “low-quality” schools that, say, produce many teachers social workers, who provide valuable community services but tend to earn comparatively low paychecks.

Shaun R. Harper, executive director of the University of Pennsylvania's Center for the Study of Race and Equity in Education, objected to linking a school's student loan default rate to its quality. "Default rates can be at least partially explained if the student body is largely coming from lower income families" who can't afford to help a struggling debtor, he says. An alternative point of view might be that high-quality colleges give opportunities to disadvantaged students, he says.

(To make sure you don't waste your money on a poor-performing college, check out Money's Best Value Colleges, which are ranked on a combination of educational quality, graduation rates, affordability, and graduates' financial success – even after accounting for the economic and academic background of students. You can find a school that fits your personality using our Find Your Fit screening tool.)

[The Melting Away of North Atlantic Social Democracy](#)

TALKING POINTS MEMO - J Bradford Delong

Hotshot French economist Thomas Piketty, of the Paris School of Economics, looked at the major democracies with North Atlantic coastlines over the past couple of centuries. He saw five striking facts: First, ownership of private wealth—with its power to command resources, dictate where and how people would work, and shape politics—was always highly concentrated. Second, 150 years—six generations—ago, the ratio of a country's total private wealth to its total annual income was about six. Third, 50 years—two generations—ago, that capital-income ratio was about three. Fourth, over the past two generations that capital-income ratio has been rising rapidly. Fifth, the flow of income to the owner of the dollar capital did not rise when capital was relatively scarce, but plodded along at a typical net rate of profit of about 5% per year generation after generation. He wondered what these facts predicted for the shape of the major North Atlantic economies in the 21st century. And so he wrote a big book, *Capital in the Twenty-First Century*, that was published last year.

It has been a surprise bestseller. Thomas Piketty's English-language translator, Art Goldhammer, reports that there are now 2.2 million copies in print and e-book form in 30 different languages scattered around the globe.

Piketty's big surprise best-selling book has one central claim: Two generations ago the major North Atlantic economies were all four stable social democracies—relatively egalitarian places when viewed in historical perspective (for native-born white guys, at least), with political voice widely distributed throughout the population, the claims of wealth to drive political directions and shape economic structures not neutralized but kept within bounds. That was the North Atlantic economy that we lived in and had grown used to as recently as one generation ago. That, Piketty argues, was an unstable historical anomaly. It is now passing away.

Piketty believes that the rising inequality trends we have seen over the past generation and see now are simply returning us to what is the pattern of unequal income distribution and dominant plutocracy that is normal for an industrialized market economy in which productivity growth is not unusually fast. We had thought otherwise, and grown used to the social-democratic structure of two generations ago only because it came at the end of an era in which productivity growth had been unusually fast; the various political, depression, and revolutionary shocks to overturn established and inherited wealth had been atypically large.

The social democratic economy model the major North Atlantic economies followed as recently as a single generation ago had five salient features. First, that labor was important relative to ownership of wealth as a source of income. Next, enterprise and savings were important relative to inheritance as a source of accumulated wealth. Opportunity, while constrained by race and gender, was not that constrained by class—there was upward mobility. Economic growth—both numbers of workers and the productivity of the average worker—was relatively rapid, with each generation clearly larger and more

productive than its predecessor. And finally, politics were relatively democratic, in that while the rich spoke with a louder voice, their concerns did not drown out the economic interests of others.

And Thomas Piketty's central claim is that all five of these once-salient features of our social democracy are vanishing. We are, he believes, on a long-run historical trajectory to return us to a situation more like the nineteenth century, in which ownership of capital is more important relative to labor as a source of income; inheritance dominates enterprise and savings as a source of wealth; opportunity is tightly constrained by class of birth; economic growth is slow (both because of declining technological invention and birth rates on the one hand, and because established wealth, which is hostile to the creative destruction that drives economic growth, possesses a bigger voice in shaping the political economy); and politics is dominated by plutocrats.

Capital in the Twenty-First Century has struck a chord—hence its 2.2 million copies. And it has excited a fierce debate, with more and more people finding it worth arguing about both for the reasons that it struck a chord and because of the fact that it has struck a chord.

The first question is: Do we care?

Some—perhaps many—say that we do not care. There is one often-made thread of argument that we simply should not care about inequality, which is good as an engine of faster economic growth and not a problem for an economy, a society, or a country at all. What is a problem, this thread maintains, is poverty. And because we are now much richer than our predecessors of six generations ago, the amount of inequality that back then caused poverty and so was a problem does not cause poverty and so is not a problem today.

I think this is wrong. I think we do care.

First, anyone who has looked at the distribution of medical care in the United States and our abysmal health outcome statistics relative to other rich countries cannot help but see that inequality is a factor that leads enormous investments of resources to deliver little of ultimate value in the sense of human well-being and human satisfaction. The point generalizes beyond the health sector: an unequal economy is one that is lousy at turning productive potential into societal well-being. We could be doing better—and with a more equal income and wealth distribution would be.

Second, as noted above, established wealth, especially inherited wealth, is by its nature hostile to the creative destruction that accompanies rapid economic growth, for it is established wealth that is creatively destroyed. Plutocrats and their ideologues like to claim that too equal an income distribution destroys incentives to work and turns us into a “nation of takers.” But a return to the inequality levels of the 1960s would not turn us into Maoist China. In the relevant range of levels of inequality, it is much more likely that higher inequality will slow growth by depriving the non-rich of the resources to invest in themselves, their children, and their enterprises; It will further slow growth by focusing effort on helping the rich keep what they have at the cost of squelching the development of the new.

Third, a society in which plutocrats deploy their resources to have not just a loud but an overwhelming voice will be a society in which government sets about to solve problems of concern the plutocrats and not the people. And that is unlikely to be a good society.

So: Yes, we care.

The second, relevant, question is then: Is he right?

The only possible answer is “perhaps”.

Everything hinges on what "on our current political-economic trajectory" means. So what might we take that phrase to mean? And under which interpretations of that phrase is Piketty right, and under which is he wrong?

Our Current Trajectory: Piketty's View

Piketty's view is that our current trajectory has five elements: For one thing, we now have a demographic pattern determined by literate women's preference to have two or fewer children. Thus we have slow—or zero—population growth. For another, the pace of technological progress may well be slowing from its 20th-century white-hot intensity. Thus slower population and slower productivity growth combine to produce slower overall growth, and so wealth accumulated in the past when the economy was smaller looms larger in the present than it would were the economy expanding more rapidly.

In addition, ever since—even before—the start of the Industrial Revolution, we have seen the system of property rights continually tweaked, via a politics in which money talks loudly, in order to keep the rate of profit on wealth roughly at 5% per year. The British economist John Maynard Keynes was one of many who thought that a world of more wealth accumulation would also be one of a more equal income distribution. As capital accumulated, he thought, that capital would have to bid for the services of workers to operate it. It would do that by offering to accept a lower rate of profit in order to pay higher wages and salaries. The profit rate would, he thought, fall more rapidly than the stock of capital would grow, and we would have what he called the "euthanasia of the rentier": even though the rich might be very rich indeed in terms of assets, their relative share of income would, over time, fall. But, Piketty documents, this seems to be wrong: The overall profit rate did not rise when economies went from the wealth-to-annual income ratio of six that it was six generations ago to the one of three that it was two generations ago. The overall profit rate has not fallen as wealth-to-annual-income ratios have risen.

Yet another factor is the concentration of savings among the rich, for—contrary to economists' standard life-cycle theories—the proportion of income saved does not decline with increasing wealth. And so a higher stock of wealth does not induce forces that tend to spread it around, but rather induces forces that concentrate it. And, last, Piketty sees money as talking even louder in politics than it used to and thus preventing, with increasing strength over time, the implementation of policies that might redistribute wealth and so keep the social-democratic political-economic order alive.

In Piketty's view, we are now more than a full generation into this process of the passing away of North Atlantic social democracy.

This process, however, has not yet come to an end. It will, he thinks, take another two generations or more for the logic he sees driving us on our current trajectory to work itself through to its completion. We haven't, in Piketty's view, seen anything yet, at least support as far as plutocracy is concerned.

The Demand for Bad Critiques of Piketty

A substantial number of critics have offered differing strongly negative views of Piketty's theories.

There is, for example, Greg Mankiw from Harvard and his (2015) "Yes, $r > g$. So What?": "There is... good reason to doubt... the 'endless inequality spiral' that concerns Piketty.... The worrisome 'endless inequality spiral'... [requires] the return on capital r to exceed the economy's growth g by at least 7 percentage points per year.... There is no 'endless inequality spiral'..." I presume Mankiw picked up the phrase "endless inequality spiral" from Piketty's introduction, where the phrase is not a prediction of the necessary consequences that follow from $r > g$. It is, instead, a description of what the data Piketty has compiled and analyzed tells us about the pre-WWI Belle Époque: "1870–1914 is at best a stabilization of inequality at an extremely high level, and in certain respects an endless inequality spiral..." Mankiw's critique was pre-buttoed not just in Capital in the Twenty-First Century, but also in

Piketty's (2015) "Putting Distribution Back at the Center of Economics" in which he explicitly refers critics to Stanford economist Charles Jones and to Piketty's online appendix. An economy with a larger gap between the rate of profit r and the rate of economic growth g will indeed be an economy with more concentrated wealth. Mankiw's implicit claim that we should remain unconcerned with wealth inequality and concentration unless and until it is growing without bound toward infinity—even among a brazen goalpost-moving exercises, that is a remarkably brazen one.

There is also, for example, a paper from Daron Acemoglu of MIT and James Robinson of Chicago (2015), "The Rise and Decline of General Laws of Capitalism". It claims that the theoretical mechanisms stressed by Piketty cannot be seen in the real world. To this Piketty responds by arguing that they are looking at changes over much too short a time period to see what is and will in the future be going on: "The process of intergenerational accumulation and distribution of wealth is very long-run process, so looking at cross-sectional regressions between inequality and $r - g$ may not be very meaningful..." There is Carnegie Mellon's Allan Meltzer, and his 2014 "The United States of Envy": "The Obama administration has drawn the political discussion away from its unpopular and flawed... Obamacare... income redistribution... based heavily on research by two French economists named Thomas Piketty and Emmanuel Saez. The two worked together... at MIT, where the current research director of the IMF, Olivier Blanchard, was a professor.... He is also French. France has, for many years, implemented destructive policies..." There is Clive Crook's 2014 "The Most Important Book Ever Is Wrong", which I will leave to the Economist's Ryan Avent: "You don't even have to read hundreds of pages to get the qualification Mr. Crook wants; you can start with the page on which $r > g$ is first mentioned.... I suppose if you only read the book's conclusion you could miss these details, but who would do that?"

If there is a worst critique of Piketty from a technical economics standpoint, it is made by Per Krusell of Gothenberg and Anthony A. Smith of Yale in their 2015 "Is Piketty's 'Second Law of Capitalism' Fundamental?". They assume—without presenting evidence or data—that their key parameter is 10% per year when Piketty documents that it appears to be less than 2% per year. When challenged, they write only:

"DeLong's main point is that the rate we are using is too high (we use 10% in one place and 8% in another place.... (We conducted a quick survey among macroeconomists at the London School of Economics, where Tony and I happen to be right now, and the average answer was 7% [per year]..."

This response seems to me to be remarkably weak. This response seems to me to indicate only that the macroeconomists they talk to have neither carried out aggregate growth-accounting calculations nor reflected on what share of society's productive assets are machines that depreciate at 7% per year as opposed to land, buildings, and infrastructure that depreciate much more slowly.

When I look at these—and other—critiques of Piketty and assess their quality, I find myself quite surprised. And I find myself strongly tempted to agree with what Piketty said at the January 2015 American Economic Association meeting about billionaires:

"We know something about billionaire consumption, but it is hard to measure some of it. Some billionaires are consuming politicians, others consume reporters, and some consume academics..."

The Demand for Piketty

I do find it disappointing that so many critiques, indeed what appear to me to be the standard critiques, of Piketty, do not look much like academic analyses. Instead, they look more like things designed to reassure standard billionaires hoping to establish a dynasty. If Piketty is wrong, it is important to figure out why. For his book has definitely struck an immense nerve: people want answers to questions, and they hope Piketty will provide them.

So let me turn to *Capital in the Twenty-First Century* as a sociological-intellectual phenomenon. I did not expect *Capital in the Twenty-First Century* to go, in a sense, viral.

I expected the book to sell ten copies to libraries and professors here at Berkeley, and a couple hundred copies to students here—10,000 copies worldwide. Art Goldhammer quotes William Sisler, head of Piketty's English-language publisher, Harvard University Press, as being more optimistic and expecting total sales in the 10-20,000 copy range "if we were lucky". *Capital in the Twenty-First Century* does indeed have many excellences. Its logic is clear and powerful. It is comprehensively documented by very skillful extraction and presentation of the data. It deals with very big and important questions. It takes a broad historical and moral-philosophical view.

But I thought it would be a book for a narrow audience: myself and a few others.

You had to like mathematical economic growth theory, economic history, going deep into the weeds of data construction, plus have read Balzac and Jane Austen to be comfortable in the intellectual world of the book. It seemed to me that there were very few people whose interests were as broad as Thomas Piketty's. Given that the book makes few concessions to and demands much of its audience, I expected that audience to be small—not large.

Better Critiques of Piketty

So it is in a way fortunate that there are some better critiques of Piketty's argument out there. An MIT graduate student has mounted the best sustained critique: Matthew Rognlie points to a set of considerations that John Maynard Keynes called the "euthanasia of the rentier". As capital accumulation proceeds, more and richer people seek to entrust their larger and larger wealth to entrepreneurs to buy machines relative to the number of workers who seek to be hired by entrepreneurs to work the machines. Thus by simple supply and demand the rate of profit declines. Thus increasing wealth accumulation enriches workers—their productivity at the margin rises and entrepreneurs are willing to bid more for their services. And increasing wealth accumulation does not impoverish the wealthy, but it does make their wealth less salient as a source of income.

Thomas Piketty's response to this is, roughly: Rognlie's argument sounds very good in neoclassical economic theory, but fails in historical practice. Supply-and-demand tells us that when the economy's wealth-to-annual income ratio varies, the rate of profit should vary in the opposite direction. But history tells us that the rate of profit sticks at 5% per year, across eras with very different wealth-to-annual-income ratios.

Piketty, however, does not tell us why. Perhaps this is because at a technological level capital does not empower and complement but rather competes with and thus substitutes for labor. Perhaps this is because of successful rent-seeking by the rich who control the government and get it to award them monopoly rents. Perhaps it is because of a social structure that leaves wealth holders believing that a 5% per year is the "fair" rate of profit and are unwilling to underbid each other. Piketty is agnostic here.

This makes his argument both difficult to criticize, and less than fully satisfactory. For, Rognlie points out, the big news so far in the accumulation of wealth and the surge in income received by wealth holders comes from housing, which has risen from 3% of total income to 8% of total income here in the U.S. since World War II. Similar forces are at work in England and France: simply look at rents these days in central London or central Paris. And the collapse of the wealth of European Belle Époque elites after 1900—though not of American Gilded Age elites—owed a lot to the falling value of their broad-acre agricultural-land estates as globalization and rapid improvements in farm productivity enriched the economy as a whole but left agriculture relatively impoverished. In Rognlie's view, the connection between wealth inequality and income inequality is largely a reflection of the dynamics of housing prices—and, I would add, in Europe agricultural land values. And, in Rognlie's and Piketty's view, the rise in

U.S. income inequality at the top up until now is only tangentially related to the concentration of wealth. Rather, it is the superincomes of corporate executives, anesthesiologists and allied specialties, and financiers that we have seen so far—and they have not had to have much wealth of their own to grasp these prizes. (Although, of course, their children will then start out with a great deal of wealth.)

There are additional complaints that I regard as serious: First, as James K. Galbraith has most aggressively noted, Piketty tacks back-and-forth between a market value—the capitalized current value of all claims on income that are not brow-sweat—and a physical quantity conception of capital in a way that cannot be completely legitimate. Second, I would be much more comfortable with a framework in which, instead of talking about "tendencies" that can be counteracted by "special factors," Piketty included the "special factors" in the model and then forecast the economy's destiny. And, most important of all, Piketty badly needs a political-economic theory of the constancy of the rate of profit that he finds in his data. He does not have one.

I think these critiques have force, all of them: from the "euthanization of the rentier" as a possibility that needs to be considered, to the need to understand housing and agriculture separately rather than lumping them into "wealth," the need to be clear about the units—dollars on the one hand or acres and machines on the other—of measurement, my economist's preference for predictions of equilibrium points rather than identification of tendencies, and the need for a political economy-based theory of how government capture by the rich means that wealth accumulated is not invested in projects that make us richer, but rather in better ways of raising the share of a constant-sized pie that is carved up for the rich.

Assessment

When I try to evaluate the state of the debate over Thomas Piketty's *Capital in the Twenty-First Century* two years after its first (French) publication, I find myself driven to three conclusions. The factors that Piketty identifies as leading to the melting-away of the social-democratic North Atlantic economy are operating, but so far their effects on income and wealth inequality have been smaller than other largely-unrelated factors that have been operating in the past generation and generating the rise of housing as a source of wealth and the rise of the super-incomes. Piketty's factors have been supercharged by other forces over the past generation, but that does not mean that they are not at work—and, in fact, reinforces the chances that Piketty's inequality-driving factors will be of decisive importance over the next seventy years. The question of whether our road leads to Piketty (2014)—a new Belle Époque plutocracy—or Keynes (1936)—a euthanization of the rentier in which the wealth of the rich is outlandish but their incomes are not due to low rates of profit—hinges on our politics. And our politics is something we can control.

We as a civilization could decide that we are not willing to let money talk so loudly in politics. We could keep our politics from being one of establishing monopoly after monopoly and rent-extraction chokepoint after rent-extraction chokepoint. If we manage that, then the forecasts of Keynes (1936) and Rognlie (2015) will come true, and a rise in wealth accumulation will carry with it a fall in the rate of profit, and a highly-productive not-too-unequal society.

But right now money talks very loudly indeed. And I leave the Piketty debate more depressed about our ability to keep it from talking so loudly. What makes me more depressed? The Piketty debate itself does: The eagerness of so-many economists to aggressively make so many shoddy arguments that Piketty does not know what he is talking about.

[Income inequality begins to reshape holiday shopping](#)

CHRISTIAN SCIENCE MONITOR - Mark Trumbull

American shoppers are poised to spend a bit more this year compared to last holiday season – but deeper

changes in America's holiday shopping season are also at work.

In an era of wide rich-poor gaps – and a shrinking middle class – companies are changing how they think about the making and marketing of products. Aiming products at a massive and homogenous middle market no longer works so well.

Smartphones are pushing even more shoppers online.

And younger consumers are showing more interest in experiences – like travel, sports, or a memorable meal out – than in old-fashioned accumulation of stuff.

These are all gradual or incremental changes – not instant revolutions. But they're showing up as trends this year that speak to a retail industry potentially facing a time of transition.

New trends in holiday shopping

Analysts at the investment bank Morgan Stanley see bifurcation among consumers as a long-term trend that retailers and other consumer-oriented companies are having to adapt to.

The rich-poor gap began expanding in America (and other nations) long before the Great Recession, the Morgan Stanley analysts note in a November report.

If it persists, retailers will likely continue to respond with "greater product differentiation" and "more price and quality segmentation at the top and bottom of the offering range," the analysts say.

"Companies capable of embracing complexity should outperform."

In this environment, companies as diverse as McDonald's and Macy's are scrambling to reboot.

The complexity retailers are adapting to goes beyond income gaps. It's also technological change and shifting tastes.

Whether the business is restaurants or department stores, many retailers see a current generation of customers that's more interested in qualities ("hand-made," "organic") and in experiences like recreation and travel.

Retailers are also having to adapt to the continued migration of shopping online. Last year, online holiday retail sales represented 13.7 percent of holiday retail sales, by IHS Global Insight estimates. This year that share is likely to jump another notch higher, to 14.7 percent, predicts Chris Christopher, director of consumer research at IHS Global Insight, in a Dec. 11 analysis.

This doesn't mean people aren't going to the mall or buying clothes. But Macy's stock is way down this year. (McDonald's stock, by the way, is up amid its reinvention efforts.)

And Amazon, the king of Internet retailing, is one of the year's hottest stocks. It has doubled its share price, and the delivery trucks are still rolling.

This season, by the numbers

By some accounts, consumers have been slow to get into the gift-shopping game this holiday season. The number of procrastinators – people who hadn't started their shopping as of early December – was 6 percentage points higher than last year in a Consumer Reports survey at the start of the month.

But respondents in the survey were feeling notably brighter about their finances than last year. Some 28

percent of respondents said they were “fairly, very, or extremely concerned” about overspending this season, down sharply from 44 percent in 2014, Consumer Reports said. And 47 percent said they were “not at all concerned” — more than double the number that said that last year.

Those who do feel stressed about the holidays cite a money squeeze as the top concern – far above things like anxiety about travel, entertaining relatives, or not knowing what gifts to buy.

“We are forecasting holiday retail sales to rise 3.4 [percent] above last year; not as strong as last year’s growth, but a solid showing,” writes Mr. Christopher. “This holiday retail sales season is looking rather promising since consumer price inflation is modest, confidence is making a comeback ... and job opportunities are looking brighter.

Falling gasoline prices are pumping extra cash into bank accounts, which some consumers are spending on extra restaurant meals as well as at the mall, says Mr. Christopher, in Lexington, Mass.

For the overall economy, this is good news. Modest gains in consumer spending have fueled steady but unexciting growth in GDP, the nation’s gross domestic product of goods and services. The economy grew at a 2 percent annualized pace in the year’s third quarter, the Commerce Department said Tuesday.

Forecasters at PNC Financial Services, in Pittsburgh, predict a 2.7 percent pace for GDP growth in the fourth quarter, and 2.4 percent for next calendar year.

[Income Inequality Leads to Less Happy People](#)

CITY LAB - Richard Florida

Fiscal conservatives might tell you that inequality is an inevitable and salutary side effect of the free enterprise system. In the U.S., after all, income inequality tends to be the most pronounced in highly innovative economies such as New York or the Silicon Valley. As a counterpoint, liberals might point to the many Scandinavian nations that are among the wealthiest, happiest, most productive, and most equal places on earth.

Who’s right? A recent study from Shigehiro Oishi at the University of Virginia and Selin Kesebir at the London Business School takes a close look at the connection between economic growth, inequality, and happiness across 34 nations. The big takeaway: Economic growth is associated with lower levels of happiness in nations with higher income inequality.

Advanced vs. less developed nations

The study tests the connection between economic development, inequality, and happiness using two different data sets. The first data set covers happiness in 16 advanced nations like Denmark, France, and the United Kingdom using happiness data, or what researchers term “subjective well-being,” from surveys collected by the World Database of Happiness (developed by the Dutch sociologist Ruut Veenhoven). Both parts of the study use data on economic development measured as GDP per capita from the World Bank’s World Development Indicators, and on inequality based on the Gini coefficient (the standard measure of inequality) from the United Nations University World Institute for Development Economics Research.

While happiness did track the level of economic development across these 16 advanced nations, the results changed when inequality was added to the equation. Higher levels of inequality led to lower levels of happiness, even in the most economically advanced nations. In fact, the researchers found that the percentage of respondents who said they were very happy was inversely correlated with income inequality (with a negative correlation of $-.618$).

“Every single time income inequality decreased between two time points, the percentage of ‘very happy’ responses went up,” the researchers write. “And every time income inequality increased, the percentage of ‘very happy’ responses went down. In other words, although economic growth was steady and strong during this period, the evenness of the income distribution was fluctuating, and happiness was inversely related to income inequality.”

The second dataset covers happiness in 18 Latin American countries with less advanced, less developed economies, using data from the Latin American Barometer (or Latinobarómetro), an annual public survey of happiness and well-being. Here the study generated two key findings. Again the researchers found that inequality dampened happiness. But in contrast to the findings for the advanced nations, they found that happiness did not increase alongside economic growth.

When economic growth can't buy happiness

What might explain this difference between the Latin American countries and the more advanced nations? One possibility is that the developed nations have lower levels of inequality, so that even when inequality reaches a high point, wealth is still distributed fairly evenly within a nation. Indeed, the study found that it is the even distribution of economic growth across a population that accounts for greater happiness. In contrast, when economic growth is concentrated among a small portion of a nation's elite, it does not lead to greater life satisfaction.

The chart below shows how the 34 nations in the study compare to one another. (Income inequality is plotted on the X-axis, and the correlation between happiness and economic output is on the Y-axis.) The fitted line slopes down and toward the right, indicating a negative correlation of -0.397 .

The nations in the lower right-hand quadrant have high inequality and negative correlations between happiness and GDP, and include Honduras, Argentina, Costa Rica, Chile, and Paraguay. The nations in the upper left-hand quadrant have low inequality and a positive correlation between happiness and GDP, and include Scandinavian and European nations like Sweden, Finland, the Netherlands, Denmark, and France—as well as Japan.

Other studies of nations and metros have found inequality to be negatively related to economic growth. A detailed 2008 study found that more unequal metros actually had slower overall rates of growth, after controlling for education and skill levels. A recent International Monetary Fund study found that lower levels of inequality are strongly and positively associated with faster economic growth, and that a greater redistribution of wealth contributes to economic growth as well. Studies of U.S. metros have also found greater inequality to be associated with less economic growth.

My own research on 138 nations finds inequality to be negatively correlated with creative capacity and competitiveness. In fact, I find that nations can be divided into two distinct camps: a low-road camp—which includes the United States and the United Kingdom—that combines high creativity with relatively high levels of inequality, and a high-road camp—which includes countries like Sweden, Finland, Denmark, and Norway—that combines high creativity with substantially lower inequality.

“Even growth is happy growth”

According to the study, there are two basic psychological reasons why inequality can dampen happiness, even in fast-growing nations. On the one hand, as inequality rises and a small band of elites gobble up all the spoils of growth, the broad mass of people may not directly experience any benefits—a familiar scenario in today's world. On the other, high levels of inequality cause less advantaged people to see how relatively disadvantaged they are in comparison to these elite few.

Whatever the case may be, it's clear that economic growth alone is not a sufficient condition for happiness. Instead, it is the distribution of this increased wealth that increases our satisfaction. As the study puts it, "Even growth is happy growth, and uneven growth is unhappy growth." If nations want their citizens to be happy, they will have to accomplish the difficult task of ensuring that their income levels are balanced and fair.

[Media Notices Homeless People on Streets, Blames Progressive Mayor](#)

THE NATION - Patrick Markee

If you listen long enough to Bill de Blasio's conservative critics, you might almost believe that New York's mayor has singlehandedly created the epidemic of modern urban homelessness, all but luring men and women onto the streets himself.

"DeBlasio's progressivism created city's homeless crisis," blared the headline of a cover essay penned for the The New York Post by former Mayor Rudolph Giuliani this past September. "A city with homeless on its streets is a city that has no love of its people," Giuliani began—before going on, with his usual up-is-down logic, to accuse de Blasio of abandoning the "love and compassion" that, he claims, he showed homeless people in the 1990s. New Yorkers with unimpaired memories remember Giuliani's treatment of homeless people rather differently—a caustic mixture of brutal police crackdowns on street homelessness, punitive plans to evict homeless children and families from shelters to the streets, and a 32 percent rise in New York City's homeless shelter population. But why bother with facts?

The attacks on de Blasio's homeless record began, first, as a low rumble before crescendoing into a multi-part chorus this fall. The head of the Sergeants Benevolent Association, a Republican union chief furiously opposed to policing reform, urged his members to post photos of homeless people to the Internet. And just as stories seeded in the national right-wing media often migrate to mainstream outlets, it wasn't long before The New York Times and the Daily News were running stories about a supposed explosion in homelessness.

It's easy to see why de Blasio's right-wing critics have glommed on to homelessness as one of their preferred weapons in undermining the mayor. Rupert Murdoch's New York Post (with its unsubtle "Rotting Apple" series) and others have hardly disguised their agenda about painting the mayor as David Dinkins redux. And as de Blasio prepares to mark two years in office, the visibility of homeless people makes for a ready, if cynical, shorthand for all his alleged failures—for taking New York back to the grimy days of crime and disorder (falling crime rates sort of complicate that claim) and for failing to deliver on the one great promise he made to his constituents: tackling growing inequality.

The only problem is, their analysis is wrong.

There is no question that New York City is suffering a historic homelessness crisis. But it is a crisis that de Blasio inherited, one that is in fact rooted in the failed conservative policies of his predecessors, Michael Bloomberg and Giuliani, and in the worsening housing affordability crisis in New York. Further exacerbating the problem, New York's Democratic governor, Andrew Cuomo, has played a consistently destructive role by blocking de Blasio's efforts to address the crisis.

The mayor has made his share of mistakes, some of which he's begun to acknowledge. This month saw the departure of the head of the city's troubled Department of Homeless Services (DHS), accompanied by the announcement that the city plans to re-organize the agency and, perhaps, merge it with the larger, better-managed welfare agency. A few days later, de Blasio announced an initiative to better track street homelessness, admitting that the city had been slow to address the problem and that he himself had failed to communicate the full scope of his administration's approach to homelessness.

Even so, there is hopeful news. While you wouldn't know it if you read the tabloids, de Blasio and his administration have enacted a series of smart, progressive, housing-based policies to tackle New York City's homelessness crisis. And thanks to these and other policies, the rapid growth of the homeless population has finally halted and next year should see the number of homeless New Yorkers decrease.

It's important to consider both the scale and the history of the crisis. Currently there are more than 59,000 homeless people sleeping each night in New York City's municipal shelters, three-quarters of them children and their families. And each night, a few thousand more homeless people sleep rough on the streets, in the subway system, and in other public spaces. Over the past decade, the number of homeless New Yorkers bedding down in shelters grew a staggering 86 percent, while the number of homeless children has risen by 90 percent.

Yet, while de Blasio's critics shriek about the homeless men and women they've suddenly taken to noticing on sidewalks and in subways, the vast majority of the growth in homelessness occurred under Bloomberg. The shelter population soared by 71 percent, from 31,000 to more than 53,000 people per night, during the billionaire mayor's time in office, while the number of homeless families rose by a staggering 87 percent. Along the way, the cost to taxpayers rose, too, with the city's homeless services budget doubling under Bloomberg to more than \$1 billion annually.

Why did family homelessness grow so much in New York? As with other cities with high housing costs, part of the reason was structural—apartment rents rose while low-wage workers' incomes stagnated or fell in real terms. During the Great Recession, for instance, the median rent of New York City apartments rose by 8 percent while the median income for renters fell by 7 percent. Over the past decade the city lost some 400,000 apartments affordable to low-income households. In fact, New York City is in the grips of one of the greatest affordable housing crises in the country, with rents running so high that a full-time worker earning the minimum wage still earns less each month than the federally-set "fair market rent" for a two-bedroom apartment (currently \$1,481 per month). This is one reason the number of working homeless families—which make up nearly a third of all families in municipal shelters—rose so precipitously over the past decade.

But the staggering rise in family homelessness is also rooted in failed conservative policies. While Bloomberg billed himself (and was often portrayed in the news media) as a technocrat motivated solely by nuts-and-bolts managerial thinking, he and his administration enacted a set of right-wing policies during his three terms in office that shredded the safety net for the poorest New Yorkers.

The most destructive of these policies was the administration's decision to eliminate virtually all affordable housing aid—including federal housing vouchers and public housing apartments, as well as most city-subsidized apartments—for homeless families, effectively trapping kids and their parents in a ballooning shelter system for longer and longer periods of time. Advocates and academic researchers have long recognized that the best way to help homeless families is to provide them with stable, long-term housing assistance like rental vouchers or public housing. Yet while previous New York City mayors—even Giuliani!—had allocated federal and city-subsidized housing to help homeless families move from shelters to their own homes, Bloomberg cut off federal housing assistance to homeless New Yorkers back in 2005 and eliminated all other housing aid in 2011.

The result was predictable, and tragic. Average stays in family shelters swelled to more than 14 months by the time Bloomberg left office, and the number of homeless children sleeping each night in the shelter system approached 25,000 for the first time in history. And, as with so many things during the Bloomberg era, non-white New Yorkers suffered the most from soaring homelessness. Today, African-Americans and Latinos comprise 88 percent of the homeless shelter population. Over the course of last year, one of every seventeen African-American children in New York City slept in a homeless shelter.

Moreover, despite Bloomberg's media-crafted image as a management guru, his administration plunged

an already-rickety shelter system into further dysfunction. As documented in The New York Times's groundbreaking investigative series about a homeless girl, Dasani Coates, and her family, municipal shelters under Bloomberg became rife with hazardous conditions like lack of heat, vermin infestation, and fire-safety violations. His administration also cut lucrative deals with known slumlords, paying them tens of millions of dollars annually to shelter families in run-down apartment buildings already cited by city inspectors for numerous health and safety violations.

As a final insult, Bloomberg sought to impose punitive rules that would have harmed homeless children and parents further. He engaged in years of (thankfully fruitless) litigation aimed at eliminating New York's landmark legal right to shelter for homeless people, which has saved countless lives, and even tried to force some homeless families to pay as much as \$1,000 in monthly rent for shelter. Indeed, a study by independent budget analysts found that, in the midst of the Great Recession and while thousands of poor families lost their homes as a result of joblessness and evictions, the Bloomberg administration denied emergency shelter to a larger and larger share of needy families seeking help.

This is the broken system de Blasio inherited upon taking office in 2014. Nonetheless, de Blasio acted swiftly to address the worsening crisis. In his first weeks in office, he relocated homeless kids from some of the most dangerous shelters—including the horrific Auburn shelter where Dasani had lived for years—and ordered a full-scale investigation of family shelter conditions. He curtailed some of the most punitive Bloomberg policies that made it hard for families to access emergency shelter. And he appointed Steve Banks—the respected head of the Legal Aid Society who'd won numerous legal fights with previous mayors on behalf of homeless families—to run the city's welfare agency.

However, when de Blasio tried to reinstate affordable housing programs aimed at helping homeless families move from shelters to stable housing, he hit a powerful obstacle: Andrew Cuomo. New York's governor, whose hostility to de Blasio is now the stuff of political legend, has repeatedly blocked efforts by the city to expand permanent housing aid for homeless New Yorkers. One of those efforts included a program to provide new rental assistance for homeless families to help them move from shelters to private-market apartments. Rather than support it, Cuomo came close to derailing it last year, ultimately approving a deeply flawed version that the de Blasio administration later had to correct. Cuomo has also repeatedly refused to increase housing allowances for welfare recipients—still stuck, believe it or not, at \$400 per month for the typical family—and to enhance rental assistance for families facing eviction.

But Cuomo has been most destructive when it comes to efforts to reduce street homelessness. Although it is impossible to measure street homelessness in New York City with any accuracy, there is strong evidence that the number of unsheltered homeless people—primarily individuals with high rates of serious mental illness and other health problems—has been growing for years. At the same time, the number of homeless single adults in shelters has doubled since 2008.

Two decades of research have shown that the only effective solution to street homelessness is a model of housing called permanent supportive housing, which combines rental subsidies with support services to help people living with disabilities get and maintain treatment. In fact, New York pioneered supportive housing back in the 1980s, and it has since been replicated nationwide. In 1990, an historic state-city agreement between then-Governor Mario Cuomo and then-Mayor David Dinkins created thousands of supportive housing apartments, helping reduce street homelessness in the 1990s. Even Bloomberg and then-Governor (now longer-than-longshot presidential candidate) George Pataki signed a 2005 agreement to create 9,000 supportive housing units. But with that agreement ending and few vacancies in the existing stock of supportive housing, it is no surprise that street homelessness is back on the rise.

Last year, de Blasio and his aides began negotiations with the Cuomo administration to renew the successful state-city agreements of the past, bolstered by ambitious calls from advocates to create 30,000 supportive housing units over the next decade. But Cuomo adamantly refused to act. Instead he announced a pitifully small proposal to create only 3,900 housing units—a fraction of the actual need

and far smaller than the Pataki-Bloomberg agreement—with the city forced to shoulder a larger share of the costs. Coming from the man who had served as federal housing secretary under Bill Clinton and who founded a non-profit that helps homeless families, Cuomo's proposal was a shocking and insulting gesture.

So in November, faced with Cuomo's intransigence and the worsening crisis, de Blasio acted boldly. He announced that, with no help coming from Albany, the city will go it alone to create 15,000 supportive housing apartments, a \$2.6 billion commitment that is the largest local supportive housing initiative in the nation's history.

As de Blasio's second year in office winds down, the mayor has created the supports necessary to stem the tide of rising homelessness. The administration recently expanded anti-eviction legal services by \$12.3 million to help low-income tenants avoid homelessness. After early struggles, the new rental assistance programs, combined with federal housing programs, have helped more than 20,000 children and adults move from shelter to their own homes, with more poised to make the move next year. And while the new supportive housing initiative will roll out over several years, it will eventually provide housing and services for thousands of unsheltered homeless New Yorkers living with disabilities and begin reducing street homelessness—all with virtually no help from Albany.

Still, there are certainly bolder steps that de Blasio can take to address the crisis. The mayor's affordable housing plan, slated to build or preserve 200,000 units over the next decade, allocates relatively few apartments to homeless New Yorkers. (By way of comparison, ten percent of the apartments created under Ed Koch's legendary 150,000-unit housing plan were set aside for homeless people.)

Advocates also fear that the mayor's new street homelessness initiative may involve a return to the harsh criminalization of homelessness that was the mark of the Giuliani era; early reports that police officers will play a role in tracking street homelessness have stoked those fears. And the re-organization of the beleaguered homeless services agency should not only address longstanding bureaucratic dysfunction and poor coordination with other agencies. It should rapidly implement reforms to improve conditions and services for homeless families and individuals residing in the shelter system, beginning with immediately phasing out the use of slumlord-owned buildings as shelters.

As for Cuomo, he still has time to repair his tarnished legacy. The governor says he will announce his own homeless plan next month, although recent reports raise worrisome questions about whether that plan will be more superficial than substantive, and whether it will include the resources necessary to effect genuine change. Indeed, in a recent public radio interview Cuomo, a longtime fiscal conservative, said that "it's not just about money"—completely ignoring how the lack of state housing aid has fueled record New York homelessness.

Still, it is not too late for the governor to heed advocates' call to match the mayor's commitment to create 15,000 supportive housing units in New York City. And Cuomo still has time to enhance rental assistance for the poorest New Yorkers, including those on welfare and those facing eviction. Until then, it will be Cuomo's sad fate to be the Democratic governor who did less to provide housing for homeless New Yorkers than George Pataki.

[A Wall Street-Main Street split](#)

BOSTON GLOBE - Michael Kranish

Morris Pearl, a former managing director of the world's largest investment company, walked out of his three-bedroom Park Avenue co-op on a recent rainy morning and headed to a Beaux Arts-style members-only club. He fit the scene seamlessly, greeted by smartly dressed attendants who knew him well.

Yet, as Pearl settled into a corner table, he was deeply troubled. For the past three decades, he had worked at a Who's Who of Wall Street firms and made his fortune.

When he started, he believed that the world of high finance he'd joined was part of a virtuous circle, greatly enriching those at the top but also helping those of all incomes by enabling growth, industry, and jobs.

But he has come to have doubts. On this morning, as it happened, a group that he heads called Patriotic Millionaires helped unveil the latest startling report on income inequality. It said the gap had grown even greater, with America's 20 wealthiest people owning as much as the bottom 152 million.

The report underscored Pearl's fear that the compact between Main Street and Wall Street, which helped draw him here, had unraveled.

Many Wall Streeters, himself included, had become fabulously wealthy, and that didn't bother him, but he was troubled at how income had stagnated for tens of millions of average Americans.

The question he asked himself this day was fundamental: how responsible for this gap was Wall Street, and the way it has changed during his career? The answer, he feared, was that it played an even greater role than many realized, even if that notion isn't widely understood or much evident in the economic rhetoric of the presidential campaign.

"I don't want to live in a country where everybody is on the edge of not being able to get by, and that's what I'm afraid we're moving to," he said. So he began to study what had changed — and what needs to change.

Inequity is the new normal

To watch the business news channels, read financial journals, or listen to government officials, it seems that the economy has turned the corner. The unemployment rate has dropped from the 2009 high of 10 percent to 5 percent today. Inflation is under control. Many upper-income Americans have seen their income spike. The Federal Reserve Board raised interest rates on Dec. 16 after chairwoman Janet Yellen said the economy is on a "solid course."

Yet for much of the nation, the impact is indiscernible. Indeed, the fact that even this strong data couldn't make much of a dent in the income gap marked an unintended turning point, underscoring that the divide is the new normal.

Despite President Obama's pledge to make reducing income inequality a centerpiece of his administration, the gap has widened. A landmark study released earlier this month by the Pew Research Center said a historic tipping point has been reached in the diminishment of the middle class, with the group having suffered a 28 percent drop in their median wealth from 2001 to 2013.

A key reason is that many people's income has stagnated. The average annual salary of the American male worker is about \$50,000, down from \$53,000 a generation ago in inflation-adjusted dollars, even as productivity has sharply risen.

The depth and length and strain of this economic divide has deeply scarred the American mind-set. Consider these polling results, among the most revealing of this campaign season: Just 27 percent of those surveyed say the distribution of incomes among the economic classes is fair, and only 35 percent believe that anyone in America can get ahead economically, according to a New York Times/CBS News survey conducted in June.

More than any other factor, this sense that the underpinning of the American Dream has been shaken — the idea that any hard-working person can vault ahead in a system in which all have a fair chance — explains the angry direction taken by the 2016 presidential campaign.

It has led voters across the political spectrum to be drawn to outsider candidates who promise wholesale change, and play to their fears. To Pearl, that means the focus shouldn't just be on Washington, but also on Wall Street.

Love for computer science

Pearl, bald and bespectacled at 55 years old, grew up in a small town in upstate New York and moved as a teenager to Burlington, Vt., where his family owned Nate's Clothing on Church Street. Determined to be an accountant, he went to the University of Pennsylvania and happened to take a computer science class, about which he became passionate.

Putting his two interests together, he became expert in the ways certain markets are managed, which made him attractive to Wall Street.

Throughout his career, he did not directly trade stocks, but instead watched from a slightly removed distance, becoming expert in how markets worked. He traveled inside the heady world of many Wall Street firms, worked at Prudential Bache, Salomon Brothers, and Kidder, Peabody & Co., served as head of fixed-income research at PaineWebber and then UBS, and in 2005 became a managing director at BlackRock, the world's largest investment company.

He marveled when one of his early employers held nightly 5 p.m. parties on the top floor, with free booze flowing, and trimmed back to weekly parties only when the market turned down. He was shocked when an employer entertained traders with scantily clad Brazilian dancers, and was surprised when one of his son's classmates was feted at a party by the classmate's exceptionally wealthy parents, who had rented the American Museum of Natural History for the event.

Still, he clung to the belief that, notwithstanding some excesses, the greater work performed on Wall Street was vital.

When his father expanded his business by investing his profits in other clothing stores, he and others within the family benefited from the expansion. In the same way, large companies could raise the capital needed for growth on Wall Street and sell shares to the public, enabling anyone to own a piece of corporate America, and enrich countless stockholders.

In 1950, individuals owned 90 percent of all stock shares, and usually held them for the long term. This was the virtuous circle that had attracted Pearl and many others, as growing companies hired new workers, raised wages, and rewarded shareholders.

But over the years, the market has changed fundamentally. Institutions took over investing and today own 70 percent of stock, and typically hold it as a short-term play, according to research by John Bogle, founder of the Vanguard investment company. The markets are much more about trading at the margins, measuring profits in transactions that take milliseconds.

Today, 99 percent of volume is for trading, and only .6 percent for raising capital, according to Bogle's research. Much investment capital today is raised by private equity and venture capital firms, including many in Massachusetts.

All of this has led to a narrowed Wall Street focus that has become known as "short termism," in which managers look more to the next quarter's results than long-term planning and profits.

“Management comes and goes and they are happy to leave the hole they dig for their successor,” the 86-year-old Bogle said in an interview. “I don’t mean to be cynical, said he, being very cynical.”

‘All this cash sitting there’

Few have watched the changes on Wall Street more closely than Howard Silverblatt, who since 1977 has worked at various positions at S&P Dow Jones Indices and currently is a senior analyst.

He has rarely seen companies making so much money or holding on to so much cash. This year, the nonfinancial companies in the S&P 500 are making record profits and have a near-record cash stockpile of \$1.31 trillion, Silverblatt said.

In the past, a large portion of such funds would be used to create new products, build new factories, hire more workers, and raise wages.

“Companies have as much cash to do anything they want,” Silverblatt said. “They have all this cash sitting there.”

There are, of course, many reasons for the wage stagnation, including global low-wage competition, shifting markets, and diminished union power. Much of the economy is driven by small businesses and privately held companies that aren’t subject to the same short-term pressures as publicly held firms.

Still, the role of publicly traded firms, given their size and sway, has an outsized impact. The data on those firms demonstrate that despite record profits and cash stockpiles, a huge amount of money that could be spent on new jobs and wages is on the sidelines.

Many of America’s largest companies give much of their profits to shareholders in the form of stock buybacks and dividends, according to research by University of Massachusetts Lowell professor William Lazonick. That leaves less for long-term fixed investments, such as building or retooling factories. Lazonick has called for banning buybacks, which he blames “for the destruction of the middle class.”

This is expected to be a record year for stock buybacks, a trend that the Globe wrote about in an earlier installment of this series. Many companies use their cash to buy back stock in the hope that it will quickly raise share prices, while critics say the money would be better spent on investments that would boost long-term growth — which in turn can create jobs and raise wages.

Business groups have defended the state of corporate investment. They note the difficulty of making costly new bets in an economy where many people spend frugally, and when cheaper products made by global competitors are a constant threat. Thus, they say, it can be better to use excess cash to reward shareholders, or hold cash offshore while waiting to see if the next president changes tax policy.

Currently, funds brought into the United States are subject to the same 35 percent corporate tax on domestic income, minus whatever tax has already been levied by a foreign government.

Many Republican candidates have proposed a “tax holiday” that would enable companies to bring the cash to the United States at a reduced or zero rate, predicting it would set off an economic boom. Most Democrats have opposed the idea, citing reports that a 2004 tax holiday resulted in few new jobs, and that much of the money was spent on stock buybacks.

But this is not a typical Republican-versus-Democrat divide, or rich-versus-poor. Both Democratic and Republican members of the Securities and Exchanges Commission have said in speeches this year that they are concerned about short-term thinking on Wall Street.

Republican Eric Cantor, the former House majority leader who last year became vice chairman of the investment firm, Moelis & Co., said in an interview that Wall Street has been stymied by the same inability to take long-term action that has caused gridlock in Washington. He said many companies are slow to invest due to uncertainty about tax and monetary policy.

“The partisan divide between the White House and Capitol Hill has now bled over into the mentality in the private sector,” said Cantor, who lost his Virginia seat in the US House in a 2014 primary against a Tea Party supporter. “I am concerned about the lack of willingness to invest long term. . . . I do think there is a general sense of caution, a lack of willingness to take risk across the board.”

Nor is it a divide just between Main and Wall streets. It is a divide within Wall Street itself.

Laurence Fink, the CEO of BlackRock, is perhaps the most vocal critic of short-termism, writing a letter to Fortune 500 executives earlier this year in which he blasted the lack of long-term investing.

Then, in a harshly worded column that appeared on the website of McKinsey & Co., a business consulting firm, Fink castigated fellow Wall Streeters for what he called “a gambling culture in which we tune out everything except the most immediate outcomes.”

Fink, in language that sounds like it could come from someone at Occupy Wall Street — except that his company manages \$4.5 trillion in assets — concluded: “We need a call to arms with many more voices speaking up and taking a stand.” Fink declined an interview request.

Fink’s broadsides have been countered by Carl Icahn, who has championed the role of activist investors as a means of getting poorly managed or stagnant companies to act in the interest of shareholders. Icahn on CNBC earlier this year said BlackRock’s activities endanger the economy because it relies significantly on debt issues. Icahn did not respond to a request for comment.

Fink’s attack on fellow Wall Streeters, along with similar criticism from a variety of academics and politicians, ratcheted up the debate about short-term thinking. And it fit squarely into Pearl’s concerns about the changes he had seen on Wall Street.

Social contract is lacking

Pearl looked around him on Wall Street and gradually became convinced that his brethren were at least partly responsible for the country’s stagnation. The short-term outlook, he concluded, “made America much more fragile than they were before. That is what dissolved the social contract between employers and employees.”

“The income of the people became such a minor concern. Henry Ford said he needed to pay workers enough so they could afford to buy his cars. You don’t hear business leaders today say, ‘I need to pay my workers enough that they can afford to shop in my stores to buy my products.’ That’s not even a consideration. It is like, ‘I need to pay my workers whatever I need to pay them to get the job done.’ ”

It is a harsh assessment, one rejected by many of his coworkers and business leaders. It is far from a majority view on Wall Street. But Pearl, an undecided Democrat, believed such concerns needed to be discussed more broadly in Congress and during the presidential campaign.

In 2013, in what Pearl described as a turning point, he was at a meeting on the top floor of a bank building in Athens during a crucial moment of Greece’s financial meltdown. At the time, BlackRock was advising the Bank of Greece. Pearl looked down at a parade of protesters headed toward Parliament, where debates about austerity measures were taking place.

“I started wondering if I was really helping the rest of the people of Greece,” Pearl said. The United States wasn’t facing anything like the Greek crisis, but he worried what might come if public policy wasn’t changed. Within a year, Pearl said, he decided he had more than enough money to live comfortably “forever.” (He declined to give his net worth other than to say it is in “the low eight figures.”) He asked himself why he had become so wealthy compared to others. He decided to quit his job and become an advocate.

“I’ve benefited amazingly,” Pearl said. “Yeah, I’m a smart guy and I have occasionally worked hard at different times in my life. But a lot of it was sort of having the luck, having to take a few computer science classes, taking advantage of public schools. . . . It is not because God told me to be rich; it is not because I worked that much harder than other people.”

He had heard of a new group called Patriotic Millionaires, composed of “high net worth” individuals whose initial focus was on raising taxes on some of the richest Americans.

For example, they criticized a tax break known as “carried interest,” which enabled certain hedge fund managers to pay the equivalent of the capital gains tax rate on their earnings, meaning their rate was lower than clerical workers pay on their regular earned income.

The issue of income inequality has seeped into the presidential campaign in different ways. Senator Elizabeth Warren, a Massachusetts Democrat, said in an interview that she hopes candidates will look at her proposal to clamp down on corporations who are paying little or no income tax, while Republicans have said US corporate tax rates are too high.

Some voters have been drawn to Democrats Bernie Sanders and Hillary Clinton in hopes that they will push measures that spread wealth more evenly, such as raising taxes on the wealthiest people and providing more benefits for lower income. Others have been attracted to candidates such as Donald Trump, who has rallied those who fear their livelihood is threatened by immigrants who are here illegally.

Proposals aimed at changing the short-term mind-set, such as limiting stock buybacks and extending the holding period for capital gains, have received only limited notice on the campaign trail.

As Pearl entered this new world of seeking to influence politics, he found something familiar to his old life. Money matters.

As he scrolled through his smartphone, Pearl found dozens of requests for his money. He responds to many, sending \$125,000 to candidates and traditional political committees in this election cycle.

But that only makes him the nation’s 674th biggest contributor, according to the nonpartisan Center for Responsive Politics, underscoring how wealthy individuals play an outsized political role.

Still, it was more than enough to ensure that Pearl and fellow Patriotic Millionaires had special access, and he took advantage of it. On the evening of Nov. 17, there was Pearl with House Minority Leader Nancy Pelosi at Washington’s elegant Jefferson Hotel.

The next morning, there was Pearl, bypassing the long line of tourists visiting the US Capitol, being whisked to meetings with senators and staff members, at which he discussed his proposal to end tax breaks for hedge fund managers and to require companies to disclose all political spending.

Then it was on to the White House, where he met in the Roosevelt Room with members of Obama’s economic team. They expressed sympathy for his proposals, Pearl said, but said the time wasn’t right to

push for them.

As Pearl left the White House grounds, he said, he knew that he wasn't going to make progress quickly. He figured it had been much easier for him to make millions of dollars on Wall Street than it would be to change public policy. Still, he hoped the group's meetings and press conferences would at least stir discussion in the presidential campaign.

The only way to change the short-term thinking on Wall Street, he said, is to "take a long-term view. This is going to take years."

[Hope and danger in income inequality](#)

HOUSTON CHRONICLE - Chris Ladd

Across a large swath of the left and the right this notion has become so accepted that it is no longer questioned: a tiny percentage of very rich Americans are reaping all the rewards of global capitalism while the rest of the country sees their lifestyles and hopes decline. As is so often the case with a convenient political narrative, the data doesn't add up.

Our inequality narrative is regarded as self-evident. That's unfortunate, because this tale is just true enough to be convincing and just false enough to pose a threat to our future. What is happening to the great economic middle is far more complex than our simplistic 1% myth. Monsters hide in those details.

Widely reported research released last week by the Pew Center reinforced these misconceptions. It shouldn't have. Beneath the study's headline touting a declining "middle class" lies data that points to a far more complex and promising reality. Consistent with a previous post here on the end of the Middle Class Era, and analysis in the book *The Politics of Crazy*, we seem to be missing a hopeful economic transformation. Only the shadow cast by that trend is evident in income data.

Key to our income concentration myth is a collection of gaps and complexities in our available data that make it difficult to build an accurate picture of income trends. We get our best information about household income from two sources, aggregate tax returns from the IRS and surveys made available by the Census Bureau. Each source is reliable for certain purposes while burdened with their own unique glitches. Our misconceptions about income trends rise mostly from mismatches between those two sources.

Data from tax returns creates one of our most persistent and frustrating distortions. Though aggregate tax records give us a more precise account of income than survey data can provide, not everyone files a tax return and there are many complex forms of earnings that do not compare easily to ordinary income as reported on a W-2.

Worse, tax records only allow us to measure incomes anonymously and in annualized slices. These annual aggregates do not allow us to follow a particular household over time. Our temptation to paste over the gap in our knowledge with assumptions of income persistence or income predictability has been too enticing to resist. It turns out that the persistence we assume in the data does not exist in reality.

Survey data helps augment our understanding by allowing researchers to paint a richer picture beyond IRS-reporting income data. It also introduces a time dimension missing from tax returns. This is helpful, but data gathered in surveys can never match the precision of income tax statistics. People are rarely aware of their income in precise, reliable terms, making it impossible to overlay the Census surveys with IRS aggregates. As a result, the value of Census data is mostly limited to the picture it paints of respondents' perceptions of their own income trends. A critical look at these two data sources with an eye on their limitations exposes a very different picture of income inequality from the standard narrative.

Between these two sources of data, here's what we know reliably.

The share of national, annual income going to the middle quintile of earners is in long-term, steady decline. That decline did not start with the Reagan tax cuts, or the Bush tax cuts, or the dawn of the Internet economy. Middle earners have been taking home a declining share of national income since 1957. That's right, as soon as America began to recover from our Depression/World War 2 hangover the middle started to lose ground.

The share of national income going to the highest earners has been rising. That rise began in 1959, with higher income cohorts gaining ground inexorably at rates that have slowly increased over time. On an annual basis, more and more household incomes are falling at the farther ends of the spectrum. Fewer households are earning salaries in the middle percentiles.

Survey data from the Census, which informed the Pew study, augments our understanding of this phenomenon with a valuable insight. The number of American households earning middle incomes is no longer a majority. More importantly, the overwhelming bulk of Americans moving out of the middle income tier are moving up.

While it is true that our mythical "middle class" is gone, they have not been destroyed. On the contrary, they have advanced. They are steadily graduating up the income ladder to create a new cultural niche. Since 1971, the percentage of households in the top income tier has more than doubled while the number in the bottom has increased by only a quarter.

If this is true, then why does the doom-laden narrative on income inequality to continue to resonate all across the political spectrum? Though relatively few households are falling into poverty their racial composition and regional concentration makes them political dynamite. Blacks, Hispanics and women are all big winners in this economic shift along with almost everyone earning a college degree. Almost half of black families led by a married, middle-aged, college graduate are in the top income tier. Those who have lost ground in relative terms are overwhelmingly white, poorly educated, and rural – a matter for a much longer, more difficult post.

Our perception of this situation might be more hopeful if we could see past another distortion in our IRS income statistics that is only slightly adjusted in the survey data. In income terms, both of these taxpayers will be identified as poor: a single mother earning minimum wage at a fast food restaurant and a second-year law student at Duke. To make aggregate evaluations even more difficult, that law student has probably been sitting in the lowest income quintiles for several years and will continue to show up there for several more. She might take a year off after graduation to travel, and then spend another year living with her parents while doing free or poorly paid work for a global NGO. She might spend ten years contributing to our poverty statistics before starting her real career at age 30 earning \$160K a year.

Similar distortions occur later in the career arc. A professional who left a salaried job to launch their own very successful business might register "income" in the lowest quintiles for several years. Once they start getting paid they might immediately soar into six figures, but our annual-only assessment of incomes will not capture this arc, nor account for the ways that wealth might augment income for those temporary low-earners.

At the late stages of the typical career arc this distortion becomes unusually strong. Incomes as measured in tax-accounting terms do not capture many of the methods by which retirees support themselves, especially capital gains and dividends. Those statistics also fail to account for subtle wealth effects, like the impact of a modest home with no mortgage or other reduced expense burdens rising from a lifetime of social and economic stability.

Studies are starting to demonstrate the ways that our changing career arc distorts our statistical understanding of income inequality. In income terms, there is no “1%” as a coherent social group any more than we still have a culturally relevant “middle class.” Almost no one reaches the 1% and stays there and a surprisingly large number of Americans will reach those income levels at some point in their careers.

Several recent studies have sought to track income fluidity. Their findings suggest that almost 12% of Americans will register a 1% income at least once in their career and a whopping three quarters will spend at least one year in the top 20%. More importantly, of those who reach the 1% income level, less than .5% will remain there for a consecutive decade.

Here’s an alternate narrative. It is more consistent with the data and better explains the way our economy is evolving. Thanks to expanded access to education and broader opportunities to use knowledge to earn a living, people start their careers later than ever before. Again thanks to the knowledge economy and improved access to education, those careers are fantastically more lucrative than anything people had access to thirty, forty or fifty years ago. As a result of higher pay and better working conditions, those careers are shorter than they ever were, meaning a much larger chunk of the population spends a large portion of their old age living primarily on sources other than taxable income.

These folks may not represent a majority of American workers, at least not yet, but they are a dominant and growing plurality. More Americans than ever before are graduating from high school. More Americans than ever before are completing college. Our new, more dynamic career arc is coming to define our economy in ways that challenge old understandings of success or failure. Those same forces are changing the meaning of a job.

When a plurality of the population has a career arc matching this pattern – late-starting careers, good incomes in the middle punctuated by occasionally “big-hit” years with ordinary W-2 incomes tailing off early, you get a pattern of average incomes looking exactly like what we see in our income statistics. Lots of people steadily concentrating at the lower incomes, increasingly few in the middle, and an increasingly large cohort showing up each year at the higher ends.

Growing income inequality on an annual basis is absolutely real, but it probably doesn’t mean quite what the Bernie Sanders crowd thinks. We do not have a monolithic bloc of 1%’ers dominating our economy. One of the reasons there is so little general support for radically redistributive policies is that those policies would negatively impact a far larger bloc of voters than their proponents imagine. Most people with a college degree are participating at some stage of their careers in the top tiers of the job market. Economic outcomes are far more dynamic, and improving at a far faster rate than the popular narrative would suggest.

Contrary to popular belief, the world is getting better. However, a significant chunk of the population is missing out on these benefits entirely. When we think of poverty and decline we often draw a mental picture of struggling minorities in our inner cities. Our focus on this outdated picture of poverty helps explain our inability to understand Donald Trump and the rise of the far right in America.

If we are going to develop political policies in line with measurable economic realities then this paradigm should change. Our income statistics and the Trump phenomenon together have a vital story to tell – economic decline is now primarily a white rural problem. We have misidentified the biggest winners and losers emerging from this stage of capitalism. Our politics and our public narrative need to adapt to this volatile emerging dynamic.

[Pew Research Survey Shows Income Often Determines What Families Worry About](#)

ATLANTA BLACK STAR - Manny Otiko

A new report from the Pew Research Center indicates that there are some glaring inequalities between wealthy and low-income American families. Not surprisingly, the survey found a family's level of income had a lot to do with their personal satisfaction. Families earning more than \$75,000 reported greater satisfaction about their living conditions, while lower-income families tend to fear for their children's safety.

The survey found that families earning more than \$75,000 were twice as likely as families making less than \$30,000 to describe their homes as "excellent" or "very good." However, more than half of low-income families worried about their children being attacked.

The Pew study also has implications for Black families. Juliana Horowitz, associate director of research for Pew Research Center, told NBC News single-parent families are more likely to live in poverty. This is not surprising since they often rely on the income of one working parent, and most single parents are not pulling in six-figure salaries.

"Children in single-parent or cohabiting households are more likely to be living in poverty than those living with married parents," she said. "And in our survey we found that parents who are married are about twice as likely as cohabiting or single parents to say they live comfortably financially."

Because of the high prevalence of single-parent families, Black children are more likely to live in poverty.

"Black children are particularly likely to be living in a single-parent household – 54 percent of black children are in this type of household," she said. "In contrast, most white (72 percent), Asian American (82 percent) and Hispanic (55 percent) children are living with two married parents."

According to a Washington Post story, poor Black families are more likely to live in areas of what they describe "concentrated poverty." By that they mean, not only the family is poor, but so are the people who live next to them and the neighborhood in general. That means higher rates of violence, poorer schools and fewer social resources.

If you're from a poor family and live in a low-income neighborhood, it has become increasingly difficult to get out of poverty. The government has largely scaled back anti-poverty programs since President Lyndon Johnson's Great Society program. Even education, which used to be fast-track out of poverty, is becoming increasingly expensive and out of reach for low-income students.

Some education experts worry the rising price of education is creating a two-tier society, where if you can't afford to go to a top-notch school, you won't get the best jobs.

"Today in many ways the system is exacerbating inequality," said Suzanne Mettler, a professor at Cornell University and author of *Degrees of Inequality: Why Opportunity Has Diminished in U.S. Higher Education* in a Huffington Post article. "It's creating something of a caste system that for too many people takes them from wherever they were on the socioeconomic spectrum and leaves them even more unequal."

The Pew study also had some interesting findings about what parents worry about. Black parents are twice as likely as white parents to worry about their children getting shot. White parents were more likely to worry about their children suffering from depression.

"More black parents (39 percent) say this is something they worry about, compared with 22 percent of white parents," Horowitz said. "This difference persists even when looking only at white and black parents in urban areas, where there is more concern about shootings (40 percent of all parents in urban

areas worry one of their children might get shot at some point vs. 29 percent of parents in the suburbs and 21 percent of parents in rural areas).”

According to Rakesh Kocchar, author of a report titled *The American Middle Class is Losing Ground: No Longer the Majority and Falling Behind Financially*, income inequality is worsening in America. However, he says there are fewer Black people within the lower income population than in 1971.

“Compared to the overall population, African Americans make up only 43 percent of lower income households,” Kocchar said. “And in upper income, African Americans make up 12 percent compared to 21 percent overall.”

[Opinion: Focusing On Health without Income Equality Is Not Enough](#)

NJ POLITICKER - Ann Twomey

During the holiday season, families should be able to celebrate with loved ones – yet for far too many working families, their economic insecurity instead brings not only anxiety and worry, but even ill health.

The gap between the wealthy and the rest of us is growing, and the ramifications for our health and well-being are enormous. Economic inequality is the highest it has been in our country since the 1920s, and the studies show that you are likely to have worse health if you live in a poor community, including higher risk of disease and shorter life span.[1]

Some of this can be explained by lower health insurance coverage in poor communities, or toxic neighborhood environments with pollution and limited access to clean water and healthy food. However, recent studies have also found that our society’s income inequality in itself may have a harmful effect on our health.

The Affordable Care Act has made an important contribution to improved health coverage, and my union continues to engage in efforts improve access to safe and affordable care. Focusing on health alone, without attention to income inequality, is not enough. We must engage ourselves in community fights for a living wage, retirement security and a reversal of the income gap in this country.

That because, countries with greater income equality do better in life expectancy, infant mortality, and self-rated health.[2] One study of income inequality and mortality rates in counties across the United States showed such a close tie between health and income inequality that even wealthier people living in unequal counties had higher mortality rates than poor people living in more equal counties.[3]

As nurses and health care workers, we see first-hand how our patients’ illnesses are often connected to their poverty, or unsafe working conditions, or lack of access to primary care providers. The surest way we can improve health disparities is to tackle income inequality together as unions, working people, and communities.

That’s why HPAE is working with other unions and low-wage workers to support a \$15/hour minimum wage for all workers across our state. That’s why we also support programs like the one spearheaded by the Camden Coalition of Healthcare that allows homeless people to move into a home before they receive healthcare and social services. Housing First has been a success in other states, and once the program is off the ground in Camden, we urge state officials to expand the program across the state to expand housing and improve the health of our most vulnerable citizens.

Unmanageable debt has also made it difficult for working families to maintain a decent quality of life. Our national union, the American Federation of Teachers is supporting plans to rein in college debt. Here in New Jersey, in another example, patients and families across the state are getting high and

surprising medical bills due to 'out-of-network' insurance arrangements. Reining in these surprise medical bills through transparency and disclosure is one way to both protect consumers from getting caught in the middle of disputes between insurers and providers, and to keep them out of medical debt or even bankruptcy.

We also urge legislators to protect New Jerseyans from profit-driven companies that are trapping working people into debt through aggressive lending practices. These companies use mounting fees and interest payments on college or mortgage loans to keep working people in a cycle of debt that they cannot escape. That's why we are also partnering with NJ Communities United to expose the high costs and intimidating tactics of debt collectors – as well as the excessive profits being made by Wall Street companies.

Policies such as raising the minimum wage, making college affordable, improving health care access, and protecting working families from excessive interest payments will improve the quality of life and health for working people and help to rebuild the foundation of our seriously endangered middle class. This holiday season, let's work toward creating income parity: it will improve health outcomes for all, which in turn strengthens our communities and workplaces.

[New Book Explains Why U.S. Has Worst Income Inequality Among Developed Nations](#)

BETWEEN THE LINES - Staff

Interview with Les Leopold, author of the new book titled, "Runaway Inequality: An Activist's Guide to Economic Justice," conducted by Scott Harris

The American dream for many has turned into a nightmare, with millions of workers stuck in dead-end, low-paying jobs and few prospects for a brighter future. For the younger generation lucky enough to afford a college education, many are now confronted by the stark reality of being burdened with tens of thousands of dollars in tuition debt and limited career opportunities. Inequality is at an all-time high in the U.S., which has the most unequal income distribution across the entire industrialized world.

One signpost of the major changes in the U.S. economy can be seen in the dramatic shift in the pay ratio between the top 100 CEOs and average workers, which was 45 to 1 in 1970, but today stands at 829 to one. Other factors contributing to growing economic disparity include the deregulation of Wall Street, a tax code favoring the wealthiest Americans, the decline in the power of labor unions and the computerization, robotic automation and offshoring of good-paying jobs, as well as the slashing of critical social safety net programs.

While the trend of worsening inequality has been a feature of the U.S. economy over the last 35 years, the 2011 Occupy Wall Street movement, the ongoing campaign for a \$15 minimum wage and the popularity of Vermont Sen. Bernie Sanders' presidential campaign are indicators that many Americans are increasingly angry over diminished living standards and joining others to demand change. Between The Lines' Scott Harris spoke with Les Leopold, author, cofounder & director of the Labor Institute in New York City, who talks about his new book titled, "Runaway Inequality: An Activist's Guide to Economic Justice," which urges the building of a new national progressive movement.

LES LEOPOLD: Between 1947 and 1980, roughly, as productivity went up in the United States, so did the real wage of the average worker. That's how you got that robust middle class and virtually every segment of society improved. Yes, there were differences by race and gender, but there was improvement going all over the place which allowed us to tackle those problems. After 1980, a new economic policy came into the United States. It was embraced by both political parties, and we called it the better business climate model; academics call it neoliberalism. But it had three basic tenets. It was cut taxes primarily on the wealthy, cut back government regulations on the economy and cut back social spending and labor

rights so the people would have more incentive to go out and work and this was supposed to lead to a tremendous economic boom – profits would go up, investment would go, and jobs and income would rise for everyone.

But the dirty little secret was in that little patch of deregulation. Deregulating AT&T or trucking or airlines is one thing. But they also deregulated finance and that absolutely tore the economy apart. That's the primary driver of runaway inequality, because when they deregulated finance, they set in motion what we call "financial strip-mining." Rather than adding value to corporations, finance found ways to take money and wealth out of corporations and into Wall Street. So that by 2006, 40 percent of all corporate profits went to Wall Street firms. They had only five percent of the employment; they had 40 percent of all the profits.

The core of the book, the analysis is to show how this finance strip-mining actually works. For me, it was an eye-opening story.

BETWEEN THE LINES: I think one of the most important points you bring out in the book is that record inequality in the United States is not a result of some accident of history or some natural economic cycle gone wrong, but our inequality is actually a natural outcome of conscious policies chosen by politicians from our two major political parties. When you look at what happened over these years, Les, do you believe the outcome that we've now seen with the divide between the haves and have-nots growing ever wider is something that was desired by the political parties that signed on to what you call the "better business climate?"

LES LEOPOLD: I think it's a complicated story, because what I think happened was when they unleashed Wall Street, they set in motion a process that fed on itself. The financial strip mining is absolutely unbelievable because when they deregulated it, it allowed corporate raiders to come in and buy up companies by the bucketful and after awhile this happened to thousands of companies, and they loaded up these companies with debt. It's as if you bought a car and then with debt and the car pays back the loan instead of you paying back the loan. So, yes, the people who put the policy in the place I don't think saw this coming. But once it started happening, then the rich financiers used all their lobbying muscle, both political parties started going after this campaign money and it became more and more deregulation. President after president deregulated Wall Street more and more and more, and more money got strip-mined out of corporations and into the coffers of Wall Street.

BETWEEN THE LINES: You close your book with a chapter titled, "A Open Letter to New Movement Organizers." Les, why don't you capsule the main message that you have there, that a progressive, multi-issues organizing drive has to happen to address all these issues simultaneously and have to get away from the single-issue organizing model – silos and such.

LES LEOPOLD: Right. I've been engaged in dialogue with younger organizers and it's been very fruitful. There's a recognition now that the way we've organized ourselves for the last 30 years is good, but not good enough. We've been organized around single issues that I term "silos." We're very good within the silos, but overall, we've been losing ground. And so, the letter is a call to younger movement organizers to start thinking about building a broad national movement with a coherent agenda that cuts through the silos, that makes the silos more porous. It's a big challenge because silos are supported often by foundations that have staff that are also broken into silos, and you get this reinforcement again and again and again. But it's not going to work. We need a much broader mass movement that starts to talk about, in general, the country we want to see. I think the younger generation of organizers can do it, the talent is there and I think we need to help them. I'm very fortunate I get a chance to go around and give a lot of talks to groups ranging from 100 to 1,000.

At the end of the talks, I say, "How many people here would like to be trained to be an economics educator the way the Populists had? They had 6,000 of them in the 1880s. We need about 30,000 now."

And about 95 percent of the people raised their hands and volunteered. So this book is designed to be kind of a primer for those volunteers. It has questions at the end of each chapter you can use in a book club, as a study guide. You can drive your relatives nuts over the holidays because it's got over 100 charts and graphs so you'll be armed to the teeth.

But really, what we want to do is build a national economics education campaign to be the infrastructure for a broader movement.

[Why '90s-era Bill Clinton would fail to win the 2016 Democratic nomination](#)

THE WEEK - James Pethokoukis

During Bill Clinton's presidency, the U.S. economy grew at a blazing 4 percent annually and created 23 million new jobs. Incomes grew rapidly, and not just for the rich. That impressive record helped make Clinton the first elected, two-term Democratic president since FDR.

And yet, when it comes to Hillary Clinton's presidential campaign, talking up old-school Clintonomics is more of a general election strategy than something that will send a tingle up the legs of the Democratic Party's progressive base. In that sense, it's small wonder that it's only now that Hillary Clinton is offering a "repeated embrace of [President Bill Clinton's] economic successes" — because only now does she have "growing confidence in her position in the Democratic primary," as The New York Times puts it.

As the Times notes, Bill Clinton's "record does not evoke nostalgia for many liberal Democrats." During last weekend's presidential debate, rivals Bernie Sanders and Martin O'Malley attacked the Clinton-era repeal of the barrier between commercial and investment banks. Previously, O'Malley said Clintonomics architects Robert Rubin and Larry Summers would have no place on his White House economic council. And when Sanders again critiqued the past few decades as ones of middle-class stagnation and rising inequality, he offered no dispensation for the Clinton years.

Democrats often say the modern GOP has lurched so far right that a time-traveling Ronald Reagan couldn't win the party's presidential nomination today. What Democrats fail to say is this: '90s-era Bill Clinton would have an equally difficult challenge if he could somehow run for a third term today.

Even Slick Willie at his best probably couldn't talk his way to the nomination. Not only did he deregulate Wall Street, he also cut investment taxes for the rich, and signed the North American Free Trade Agreement. Income inequality soared. Imagine the negative ads Sanders would run against him using Clinton's famous State of the Union quote: "The era of big government is over." If the Democratic debates had "a kiddie table" like the GOP debates do, Bill Clinton might be stuck there like Rick Santorum and George Pataki.

All this puts Hillary Clinton in the weird position of saying she's a student of "the Clinton school of economics" while also disavowing its main lessons. She has come out against the big Trans-Pacific Partnership trade deal, would sharply raise investment taxes, and has proposed a broad expansion of government power — from jacking up the minimum wage to novel new taxes on Wall Street to universal preschool.

But even all those lefty policies still leave Clinton a rather conservative Democrat today — at least when compared to Sanders, who seems to have the party's heart although not its votes to take on the Republicans next November. Clinton doesn't want to break up the big banks, evolve ObamaCare into a single-payer plan, or give free college to all. Nor does she muse like Sanders does about raising top tax rates to 90 percent, or the marvels of Denmark's welfare state. Even if in her heart Clinton really did feel the Bern, she knows that's not where most Americans are.

And that's the point. Sure, the Democrats control the White House and are odds-on favorites to win again in 2016. But as many analysts have noted, the party has collapsed pretty much everywhere else. Maybe one reason why is that voters think Democrats have developed an unhealthy obsession with inequality and redistribution in a time of economic stagnation. Maybe it seems to many that Democrats are too close to how Margaret Thatcher famously critiqued the Labour Party, that it would rather have the poor poorer as long as the rich were less rich.

Should it really mar the Bill Clinton presidency that inequality rose even though almost every demographic group saw large and steady income gains? Of course not. But try telling that to the Democratic Party's fervently progressive base.

If Hillary won't campaign as a true, pro-growth Clinton Democrat, maybe there's room in 2016 for a Clinton Republican.

[These Charts on Jobs and Wages Should Be at Center of '16 Election](#)

THE STREET - Leon Lazaroff

There are few points on which Democrats and Republicans running for president can agree, but one of them may be that the recovery from the Great Recession is incomplete. Adding jobs is always a mantra for presidential candidates, but for this election, the focus has also turned to wages.

Democratic frontrunner Hillary Clinton has broadly supported raising the minimum wage and pushing for equal pay for women doing similar jobs as men. Her rival, Bernie Sanders, has called for a \$15 an hour national minimum wage. Current Republican establishment favorite Marco Rubio has called for more training for higher-paying jobs that don't require a college degree. (Often the contrarian, frontrunner Donald Trump has been telling crowds of supporters that wages are "too high.")

Recent debates between the candidates have been dominated by questions of national security, terrorism and the fallout of the Syrian civil war. But at some point it's likely that questions of jobs, wages and the issues raised by the debate over the importance of income inequality will take center stage.

And when it does, these charts from the Economic Policy Institute should serve as conversation starters.

According to the Economic Policy Institute, the percentage of employed 25- to 54-year-olds fell 5.6% from its peak just before the Great Recession to its trough shortly following the economic crisis of late-2008. Since then, about half of those jobs have returned.

While recent headlines have touted the decline in unemployment to just over 5% from more than 10% some seven years ago, such a top-line number masks stagnating or falling wages, in addition to the hundreds of people who have all but dropped out of the workforce.

"We're further from a full recovery than you might get from the fact that the Fed has started to raise interest rates," Josh Bivens, Washington-based EPI's director of research and policy, said in a phone interview. "The drop to 5% is misleading, in that it overstates some of the progress we've made."

In other words, jobs are important, but wages are critical to sustaining a middle-class. Even as workers continue to look for jobs, wage growth, or the lack thereof, warrants closer analysis.

From 1973 to 2014, hourly pay as defined by wages and benefits, increased 9.2%, after adjusting for inflation, yet net productivity (production per hour of the whole economy) rose by 72.2%, according to data compiled by the EPI. Even as U.S. workers became more productive, the product of their labor went to upper-level managers and executives, and corporate profits, rather than to the wages of middle and

lower-income workers.

That's a striking departure from the 25 years prior to the mid-1970s when typical worker pay rose at the same pace as productivity, according to the EPI.

The years since the onset of the Great Recession has accelerated many of the trends such as the divergence of executive-pay versus average worker pay since the mid-1970s, Bivens says. Stagnating wage growth has been felt not just by low-income and minimum wage workers, but middle-income private sector employees as well.

Taken together, nominal wages have increased 2% to 2.5% since 2007, lagging a typically healthy economy of 3.5%, consistent with the Fed's goal of 2% inflation combined with 1.5% productivity. This expanding gap has led to calls from activists, labor unions and at least one presidential candidate, the the Vermont Senator Sanders, to raise the federal minimum wage in stages over the coming years to \$15 an hour from its current \$7.25 an hour.

"\$15 sounds upper ambitious to a lot of people," Bivens said. "But that's only because middle-wage workers have done so badly over the past 30 years as well. We need not just push up the floor, but to come up with some strategies to pick up wage growth to middle wage workers as well."

For the presidential candidates, these trends represent ways to connect with voters frustrated by the recovery. Democrats are making the case that the recovery is on a reasonably good path, but could be stronger, while Republicans are mostly countering that the recovery has been badly mismanaged.

"There's widespread agreement that we're not at full recovery yet, and that hourly wages for most workers have been pretty terrible for a long time," Bivens said. "Anyone who says that pay has been great would be laughed off the stage. The rub is what are you going to do about it? And that's where there's huge divergence."

[How the IRS could help close the wealth gap in the United States](#)

FUSION - David Floyd

Income inequality is on people's minds. If you hadn't heard of the junior senator from Vermont two years ago, you certainly have now. You may even be using his phrase "billionaire class" to refer to those who have been siphoning wealth from less prosperous Americans.

That the country has a yawning wealth gap is tough to deny. One obvious way to close that gap is through comprehensive tax reform, but it doesn't seem like Washington is seriously attempting to tackle that issue. Another, less perfect, solution is for the Internal Revenue Service to make everyone's tax returns public.

To protect privacy, those data should mask individual taxpayer identities—telling you, for instance, the gender and demographic characteristics of individuals, along with where they work, their earnings and how much they paid in taxes, without providing names. Even that amount of information could stir up enough outrage to inspire policy change.

There is some history to this idea. Sweden, Norway, Finland and Pakistan publish everyone's tax records publicly, with varying restrictions and caveats. Let's take a look at what happened in one of those countries as a roadmap for how the U.S. might approach it.

In Norway, tax records have been publicly available since the mid-1800s, but the impact on most people's lives was negligible until 2001. At that point, the government digitized tax records, and

Norwegians became fascinated with looking up data for their friends, family members, bosses and neighbors online. It turned an old legal quirk into an epidemic of financial voyeurism. Newspapers began creating databases and search tools, and it wasn't long before a Norwegian could generate a list of Facebook friends' incomes or a house-by-house map of a neighborhood's net worth.

To back up for a second, Norway is by its very nature a far more equal society than the United States: a comprehensive welfare state, high taxes and a fondness for organized labor undergird its system, as does a culture that celebrates equality. The "Law of Jante" is a common term for the Nordic tendency to frown on individuals' accumulation of power and wealth. And, economically speaking, the top 10% of Norwegians earn 6.2 times more than the bottom 10%. In the U.S., that ratio is 18.8. Inequality is rising in both countries, but less quickly in Norway.

However, from a privacy perspective, Norway's tax transparency has turned into a national nightmare. October, when the Skattelister ("tax lists") come out, is the cruelest month. Jon Stordrange, director of the Norwegian Taxpayers Association, told the Associated Press in 2009 that children from poor families were being taunted at school, while their parents received much the same treatment at the grocery store.

People began to lose patience with the policy. A 2007 survey by Synovate showed that 32% of the public was in favor of the list, while 46% opposed it. Authorities eventually responded by allowing taxpayers to find out who was looking them up. Tax record searches dropped 88% over the following year. (Visits to the database didn't drop nearly as much, however, since people still logged in to see who'd searched for them, and some clever entrepreneurs sold the right to search under their names.)

Even though Norway is quite different from the United States, and its transparency effort turned into a debacle, it still offers valuable lessons as Americans search for ways to blunt the edges of capitalism.

Since publishing names-and-all tax records proved to be problematic, publishing data anonymously, or pseudonymously, could be a better option. Americans would have little hope of snooping around on family and friends, but they'd have a reasonable chance of finding out what kind of bargain Uncle Sam gives, say, Mark Zuckerberg or Warren Buffett.

Buffett, despite being one of the wealthiest people on Earth, has also been one of the most vocal advocates for tax reform. In 2011, he penned a New York Times op-ed encouraging lawmakers to "stop coddling the super-rich." Therein he shared a startling anecdote: the prior year, he paid 17.4% in federal income and payroll taxes, lower than anyone else in his office.

Buffett's revelation made quite a splash. A month later, he lent his name to the Obama administration's "Buffett Rule," a proposal to tax all households making over \$1 million a year at a minimum rate of 30%. The rule made its way into a 2012 Senate bill before ultimately falling victim to a GOP filibuster. Sadly, a year later, Buffett said he was still paying a lower tax rate than his secretary.

Buffett is just one person, who voluntarily disclosed his information to make a political point. He's also the kind of guy who wants to give away all his wealth before he dies, and the kind of guy who doesn't want his secretary to be burdened with a higher tax rate than his. But not all rich Americans are like him.

Armed with information about individual U.S. taxpayers across all income levels, researchers could perform data dives and journalists could get a footing to discover more Buffett-like stories.

The IRS is able to do this—in fact, it already publishes a small sliver of data about the 400 top earners, after a long delay. The most recent data available, for 2012, show that those Americans, representing 0.0001% of the population, paid an average effective tax rate of just 16.72%. Only 30 of them paid the average American worker's tax rate of 30-35%.

We could do more to foster transparency, and we should. We should publish tax data for everyone, not just 400 people, and incorporate social markers such as gender, race, language, geographic location and level of education, to see how they affect economic opportunity. There is an inevitable privacy tradeoff, but concealing individual identities can alleviate that.

Citizens deserve the information they need to change the system. Show us the data.

###

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [John Del Cecato \(ifdc@akpdmedia.com\)](mailto:John.Del.Cecato@ifdc@akpdmedia.com)
Subject: UPDATED MINI SCHEDULE - Monday, December 28, 2015
Date: Sunday, December 27, 2015 5:58:55 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, December 28, 2015

WEATHER: Hi of 46 Low of 37, PM Showers
ATTIRE: Business

7:30 - 8:00 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
8:30 - 9:30 AM	[REDACTED] [REDACTED] [REDACTED]
10:00 - 10:30 AM	TRAVEL FROM [REDACTED] TO CITY HALL Travel Time: 30 Mins. Car: [REDACTED]
10:00 - 10:30 AM	NEWS WITH MONICA
10:30 - 11:00 AM	[REDACTED] Location: City Hall, The Mayor's Office
11:00 - 12:00 PM	[REDACTED] Location: [REDACTED]
12:00 - 12:30 PM	[REDACTED] Location: [REDACTED]
12:30 - 1:30 PM	MEETING WITH RACHEL AND TONY Location: City Hall, The Mayor's Office
1:30 - 2:00 PM	WHITESPACE Location: City Hall, The Mayor's Office
2:00 - 2:30 PM	[REDACTED] MEETING Location: City Hall, The Governors Room

2:30 - 3:00 PM

[REDACTED]
Location: [REDACTED]

3:00 - 4:30 PM

MEETING WITH HERMENIA PALACIO
Location: City Hall, The Mayor's Office

4:30 - 5:00 PM

[REDACTED]
Location: [REDACTED]

5:00 - 5:30 PM

TRAVEL FROM CITY HALL TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

5:30 - 6:30 PM

[REDACTED]
Call in #: [REDACTED]
Code: [REDACTED]

6:30 - 7:30 PM

[REDACTED]
Location: [REDACTED]

7:30 - 9:00 PM

[REDACTED]
Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled press conference

FLONYC SCHEDULE

8:30 - 9:30 AM

[REDACTED]

10:30 - 12:00 PM

[REDACTED]

1:00 - 6:00 PM

[REDACTED]

7:30 - 9:00 PM

[REDACTED]

From: [Gunaratna, Mahen](#)
To: [John Del Cecato](#)
Subject: Tweet by Boston Globe Metro on Twitter
Date: Sunday, December 27, 2015 10:17:36 PM



Boston Globe Metro (@GlobeMetro)

[12/27/15, 9:25 PM](#)

Walsh, de Blasio take different paths on preschool promise
bos.gl/oTE5ceg

[Download](#) the Twitter app

Sent from my iPhone

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#)
[\[REDACTED\]](#) [John Del Cecato \(jfdc@akpdmedia.com\)](mailto:jfdc@akpdmedia.com)
Subject: MINI SCHEDULE - Tuesday, December 29, 2015
Date: Monday, December 28, 2015 7:17:27 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, December 29, 2015

WEATHER: Hi of 53 Low of 45, AM Showers
ATTIRE: Business
Notes: [REDACTED]

7:45 - 8:15 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins
Car: [REDACTED]

8:05 - 8:15 AM INTERVIEW ON WOR 710 AM [REDACTED]
[REDACTED]
Notes: YOU call [REDACTED]
Interview time starts at 8:07AM
Setup: 7-to-10 minute interview,
Hosts: Joe Bartlett & Len Berman
Staff Contact: Karen Hinton
Telephone: [REDACTED]

8:45 - 9:45 AM [REDACTED]
[REDACTED] [REDACTED]

10:15 - 11:00 AM TRAVEL FROM [REDACTED] TO MADISON SQUARE GARDEN
Travel Time: 45 Mins
Car: [REDACTED]

10:30 - 11:00 AM NEWS WITH PETER

11:00 - 12:00 PM REMARKS AT POLICE ACADEMY GRADUATION
Location: Madison Square Garden- 4 Pennsylvania Plaza, NY
Note: Mayor should enter MSG by the ramp on 33rd between 7th
and 8th avenue.
Site Contact: Lt. Tony Giorgio, NYPD
Telephone: [REDACTED]
Staff Contact: Jerika Richardson
Telephone: [REDACTED]

Press Contact: Monica Klein

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

Setup: Swearing in Ceremony for 1,126 NYPD graduates and 10 non-NYPD graduates.

Remarks: Prepared

Press: Open

12:00 - 12:15 PM

TRAVEL FROM MADISON SQUARE GARDEN TO 4 TIMES SQUARE

Location: 4 Times Square (enter through Nasdaq door between 42nd and 43rd Street on Broadway) 2nd floor

Travel Time: 15 Mins.

Car: [REDACTED]

12:15 - 1:30 PM

[REDACTED]

1:30 - 2:30 PM

NEW YEAR'S EVE PRESS CONFERENCE WITH NYPD & FBI (ON-TOPIC/ OFF-TOPIC Q & A)

Location: 4 Times Square (enter through Nasdaq door between 42nd and 43rd Street on Broadway) 2nd floor

Site Contact: Peter Donald /Gene Whyte

Telephone: [REDACTED]

Staff Contact: Jerika Richardson

Telephone: [REDACTED]

Press Contact: Monica Klein

Telephone: [REDACTED]

Site Advance: Javon Coney

Telephone: [REDACTED]

2:30 - 3:00 PM

TRAVEL FROM 4 TIME SQUARE TO CITY HALL

Travel Time: 30 Mins.

Car: [REDACTED]

3:00 - 3:30 PM

[REDACTED]

Location: [REDACTED]

3:30 - 4:00 PM

[REDACTED]

4:00 - 5:00 PM

MEETING WITH DOM AND TONY

Location: City Hall, The Mayor's Office

5:00 - 6:00 PM

[REDACTED]

Location: [REDACTED]

6:00 - 6:15 PM

Location:

6:15 - 6:30 PM

TRAVEL FROM CITY HALL TO

Travel Time: 15 Mins.

Car:

6:30 - 7:00 PM

TRAVEL

Travel Time: 30 Mins.

Flight:

7:00 - 7:30 PM

Location:

Press:

7:30 - 8:15 PM

TRAVEL FROM TO GRACIE MANSION

Travel Time: 45.Mins.

Car:

8:15 - 9:15 PM

Location:

CITY HALL STEPS PRESS CONFERENCES

11:00 AM – Council Member King “Legalizing Hover Boards in NYC

FLONYC SCHEDULE

10:45 - 12:00 PM

12:00 - 12:45 PM

1:00 - 6:00 PM

8:15 - 9:15 PM

LUNCH// TOUCH BASE WITH ROXANNE JOHN

From: [McGinn, Isaac](#)
Bcc: [Viguers, Jonathan](#); [Almonte, Catherine](#); [geri@progressiveagenda.us](#); [Rebecca Katz \(hilltoppublicsolutions.com\)](#); [Hayley@progressiveagenda.us](#); [jfdc@akpdmedia.com](#); [Klein, Monica](#); [Walzak, Phil](#); [Hagelgans, Andrea](#); [Hinton, Karen](#); [Adams Baker, Marti](#); [Kadushin, Peter](#); [Blumm, Kate](#); [B](#); [floync@cityhall.nyc.gov](#); [@Research Office](#); [McGinn, Isaac](#)
Subject: Income Inequality in the News – Tuesday, December 29, 2015
Date: Tuesday, December 29, 2015 1:35:18 PM

Income Inequality in the News – Tuesday, December 29, 2015

Headlines:

[In the Twin Cities, Local Leaders Wield Influence Behind the Scenes](#)

NY TIMES - Nelson Schwartz

[Opinion: \\$250,000 a Year Is Not Middle Class](#)

NY TIMES - Bryce Covert

[Gov. Malloy Wants Minimum Age to Be Tried as Adult Set at 21](#)

WSJ - Joseph de Avila

[Activist to Help Drop Crystal Ball In Times Square](#)

WSJ - Kate King

[Obama expands government anti-poverty efforts, frustrating Republicans](#)

LA TIMES - Noam Levey

[Opinion: The new racial generation gap](#)

LA TIMES - William Frey

[Opinion: Unfinished \(economic\) business](#)

WASHINGTON POST - Jared Bernstein

[Opinion: Why Adam McKay is America's most powerful political filmmaker](#)

WASHINGTON POST - Alyssa Rosenberg

[Clinton mimics Sanders' economic message in new campaign ads](#)

WASHINGTON TIMES - Kelly Riddell

[Column: Sanders appeals to Trump voters](#)

THE HILL - Brent Budowsky

[In NLV speech, Sanders calls PUC solar decision 'just about the dumbest thing I have ever heard'](#)

LAS VEGAS SUN - Scott Lucas

[Opinion: Can Black America's middle class be saved?](#)

FLORIDA WEST SIDE GAZETTE - Lee Daniels

[Opinion: Corporate Mergers: Good or bad for diversity?](#)

FLORIDA WESTSIDE GAZETTE - Marc Morial

[Opinion: What Should the Federal Reserve Do to Stimulate the Economy and Abate Economic Inequality?](#)

HUFFINGTON POST - Gary Reber

[Review: Saving Capitalism For the Many, Not the Few](#)

HUFFINGTON POST - Christian Chiakulas

[Opinion: Why 2016 Could See More Indian-Americans Elected To Congress](#)

FORBES - Ronak Desai

[Opinion: Is Your Politically Extreme Uncle Independent-Minded Or Mindless? Behavioral Economics Offers Answer](#)

FORBES - Peter Ubel

[The Computer Revolution and the Fates of U.S. Cities](#)

CITY LAB - Eric Jaffe

[Bernie Sanders visits Reno, speaks on income inequality](#)

FOX RENO - Staff

[Sanders Says His Message Could Appeal To Trump Supporters](#)

TALKING POINTS MEMO - Caitlin Macneal

[Bernie Sanders Just Forced Donald Trump to Make a Major Clarification](#)

MIC - Luke Brinker

[If You're Making \\$250,000 a Year, Are You Middle Class?](#)

MIC - Zeeshan Aleem

[Opinion: Bad Arguments That Just Won't Die](#)

TRUTHOUT - Paul Krugman

[Box Office Has Record Year as Few Share the Wealth](#)

VARIETY - Brent Lang

[6 \(largely sad\) numbers that describe Israel's economy](#)

TIMES OF ISRAEL - Ben Sales

Income Inequality in the News:

[In the Twin Cities, Local Leaders Wield Influence Behind the Scenes](#)

NY TIMES - Nelson Schwartz

A nondescript conference room on the 38th floor of Minneapolis's tallest skyscraper bears little resemblance to the brick clubhouse a few blocks away where members of the local elite have gathered for more than a century.

But swap out the Oriental rugs and dark wood for a granite table and Aeron-style chairs, and it serves much the same function as the Minneapolis Club once did.

Every Friday morning, 14 men and women who oversee some of the biggest companies, philanthropies and other institutions in Minneapolis, St. Paul and the surrounding area gather here over breakfast to quietly shape the region's economic agenda.

They form the so-called Working Team of the Itasca Project, a private civic initiative by 60 or so local leaders to further growth and development in the Twin Cities. Even more challenging, they also take on thorny issues that executives elsewhere tend to avoid, like economic disparities and racial discrimination.

Think of it as The Establishment 2.0: more diverse than the nearly all-white and male establishment of old, to be sure, but every bit as powerful, and just as invisible when need be.

"Itasca operates behind the scenes," said Tim Welsh, a senior partner at the consulting firm McKinsey & Company, which hosts the weekly breakfasts at its offices in the IDS Center here. "We all know each other but we are clearly not recognized as the people of Itasca."

Itasca's impact is very real, however. And its consensus-oriented approach offers an alternative path at a time when politics nationally — and in many state capitols — seems hopelessly divided along partisan lines.

While Itasca would just as soon stay out of the limelight, the levers of power in the Twin Cities are within easy reach. The guest list for the weekly breakfasts downtown includes the mayors of Minneapolis and St. Paul, as well as local legislators, school superintendents and university officials.

So when a proposal to raise the gasoline tax in 2008 to help rebuild roads and transit systems was vetoed by the Republican governor at the time, Tim Pawlenty, phone calls from Itasca's business leaders helped persuade enough Republican legislators to cross the aisle and override the veto.

More recently, pressure from Itasca helped secure increased funding for the state's college and university system. Itasca also spearheaded the creation of a new regional agency to attract companies looking to move or expand, as well as an effort to encourage procurement chiefs at local giants like Target and Xcel

Energy to buy more goods and services locally.

Itasca's work is among the reasons that the Twin Cities region has emerged as an economic powerhouse. At 2.9 percent, the metropolitan area's unemployment rate is well below the national level of 5 percent.

At the same time, Minnesota has excelled in creating the kinds of higher-paid, knowledge- and skills-based jobs that provide entree into the middle class today. With that in mind, Itasca has drawn interest from leaders in American cities and abroad who would like to emulate its success.

That will not be easy. Part of what makes Itasca work is also what has helped Minnesota prosper: a long history of progressive and engaged business leaders, a largely homogeneous population with a low poverty rate and a consensus-driven Midwestern culture where egos are checked at the door, or at least not displayed too openly.

"Sometimes it doesn't serve anybody to take credit," said Jennifer Ford Reedy, president of the Bush Foundation, a major philanthropy here, and a former McKinsey consultant who advised the Itasca group. "The people who need to know what Itasca is doing are the participants. That's it."

In fact, Itasca has no building, budget or full-time staff, other than two McKinsey consultants who coordinate research and logistics for Itasca members.

Business establishments, of course, are hardly unique to Minnesota. Most big cities — and many smaller towns — have chambers of commerce, not to mention economic development offices and the like.

What makes Itasca unique, participants say, is a commitment to hard data and McKinsey-style analysis, as well as a willingness to depart from the script that drives many private sector lobbies.

"We're not just asking for lower taxes and less regulation," said David Mortenson, the current chairman of the Itasca Project. "If we're taking on education or income disparity as a group of business leaders, we want to be able to break some eggs."

That's different from what happens in most other cities, said Mr. Mortenson, who earlier this year took over M. A. Mortenson, a nationwide construction firm founded by his grandfather.

In Seattle, where Mr. Mortenson lived for nine years before moving back to Minneapolis in 2012, "most of the big tech companies viewed the city as a convenient location to house some of its workers," he said. "They didn't engage unless it affected their business."

"Tech leaders are very philanthropic," he added, "but they disconnect it from their business."

That has never been a problem here: The Pillsbury family and other members of the Minneapolis Chamber of Commerce helped pay for the construction of the railroad to move grain and flour in the 1800s. And the current governor of Minnesota, Mark Dayton, is a scion of the family that founded the Dayton Dry Goods Company, which grew into a retail giant and more recently morphed into Target Corporation.

But by the beginning of the 21st century, that paternalistic, locally minded model of capitalism was fading, said James R. Campbell, a local banker who served in top positions at Norwest Banks and Wells Fargo before retiring in 2002.

In 2001, Target rebranded the iconic Dayton's store downtown as Marshall Field's, the Chicago chain it had acquired in 1990. (Marshall Field's was later sold to Macy's.)

Also in 2001, 3M, a pillar of the old business establishment based in St. Paul, brought in an outsider as chief executive for the first time in its 100-year history: W. James McNerney Jr. of General Electric.

“We were concerned that this flyover land was not organized,” said Mr. Campbell, who oversaw the creation of Itasca in 2003 with other local business chiefs along with the leaders of major philanthropies. They took the name from Itasca State Park in northern Minnesota, where business leaders had met annually in the 1950s and 1960s to discuss issues facing the state.

Existing groups like the Chamber of Commerce and the Minnesota Business Partnership were focused “on lower taxes and less regulation,” he said.

“We were not addressing other issues like income disparities,” said Mr. Campbell, who served as chairman of Itasca from 2003 to 2008, and helped initiate the Working Team breakfasts on Friday mornings in conjunction with the McKnight Foundation and Mr. Welsh of McKinsey. “The chamber didn’t want to touch that.”

Nor was the business community focused on areas that were crucial to long-term economic development, like transportation and infrastructure. “What were we going to do about job growth?” Mr. Campbell said he wondered at the time. “What about marketing ourselves?”

The question of self-promotion helped inspire the creation of Greater MSP, an economic development agency that has put the region on the radar of corporate site selectors while overcoming Minnesotans’ traditional reluctance to brag about themselves.

A bigger test of Itasca’s reach — and of the willingness of the local establishment to go outside their comfort zone — came in 2008, when Governor Pawlenty vetoed a proposed increase in gas and sales taxes to fund \$6.6 billion in transportation improvements.

A rush-hour bridge collapse over the Mississippi River in downtown Minneapolis the year before had killed 13 people and galvanized worries about aging infrastructure nationwide. But there was fierce opposition to what would be the first gas tax increase in 20 years.

At the same time, Governor Pawlenty was eyeing a White House run and had made a no-new-taxes pledge. None of the governor’s previous vetoes had been overridden, but Itasca’s members helped move the debate beyond the usual left-right dynamic.

Mr. Campbell donned a hard hat and a fluorescent vest and stood with union leaders on the capitol steps to rally support. He and other business executives privately made the case to Republican legislators that traffic jams and long commutes were not good for employees or employers.

In the end, six Republican legislators defied the governor, and the veto was overridden by a two-vote margin.

“I can’t overstate the importance of the Itasca Project leadership on the transportation issue,” said Chris Coleman, the mayor of St. Paul. “There’s no question it changed the trajectory of the debate.”

While the case for better infrastructure is straightforward, other Itasca initiatives will take much longer to show concrete results. One major focus of the group is income inequality, as well as the high dropout and unemployment rates among minorities.

The gap between the refined atmosphere at the McKinsey aerie and the problems in local neighborhoods can be awkward even for people with the best of intentions. In fact, while Itasca leaders talk up the importance of diversity, minorities are conspicuously absent from the Working Team. (They are much

better represented within the larger Itasca membership.)

Social issues may be less amenable to business-sector solutions than crumbling roads and bridges, but that has not stopped Itasca from pushing for McKinsey-style benchmarks to measure the performance of local public schools.

The group is also spearheading a new effort to better equip the state's two- and four-year college systems to produce graduates with the skills that today's employers need.

"The research they've done on education and hiring has really influenced my agenda," said Betsy Hodges, the mayor of Minneapolis. "It puts wind in our sails to know that the business community thinks these issues are important."

As might be expected from boosters whose job it is to promote economic growth and talk up the Twin Cities' appeal, many Itasca participants express confidence that their project could be replicated elsewhere. Mr. Campbell, though, is less sure.

"My answer is maybe," he said. "There's a unique willingness to trust each other here. It's kind of in our blood."

[Opinion: \\$250,000 a Year Is Not Middle Class](#)

NY TIMES - Bryce Covert

HILLARY CLINTON has vowed not to raise taxes on the middle class.

It's a pledge that has worked well for others on the campaign trail before her, a resonant assurance to voters who saw themselves as middle class or aspired to be. But it's a bad promise.

Mrs. Clinton is using a definition of middle class that has long been popular among Democratic policy makers, from her husband to Barack Obama when he was a candidate: any household that makes \$250,000 or less a year. Yet this definition is completely out of touch with reality. It also boxes her in.

The most recent Census Bureau data showed that median household income — what people in the exact middle of the American spectrum earn — is \$53,657.

Those families who make \$250,000 a year, on the other hand, belong to an elite group: Americans who earn enough to be in the highest 5 percent of the income distribution. That top stratum captures anyone who makes \$206,568 or more — not everyone in the so-called middle class that Mrs. Clinton says she is dedicated to protecting, but too large a chunk of it.

This doesn't matter just because the math is so off. In an era of deepening income inequality, those people in the top 5 percent who are being classified as middle class are pulling further away from the rest of us. Americans at the bottom or in the middle have experienced five years of falling or stagnating income; those in the top 5 percent have generally seen their incomes increase. Between 1967 and 2014, median household income went up by \$9,400 while those 5 percenters are now making \$88,800 more, all adjusted for inflation.

A policy response should give those who are sliding backward a hand up, most likely funded by the people who are doing so well. But under Mrs. Clinton's pledge, some of the well off won't be called on to help out, and are in fact lumped in for receiving a boost. (I should note that my spouse works on the technology team for the Clinton campaign, but is not involved in policy.)

Mrs. Clinton's pledge also blocks her from backing policies that would almost certainly benefit middle-class Americans, even if it raised their taxes slightly.

Take paid family leave. As things stand, Americans are not legally guaranteed any pay when they take time away from work for the arrival of a new baby or to care for a sick family member. According to a 2012 survey, about a third of people who get no or partial pay when they take time off for a new child end up doing things like borrowing money, dipping into savings or putting off paying bills. Fifteen percent enroll in public benefits.

Senator Bernie Sanders also wants to help the middle class, but he wants to do it in a way that could mean raising its taxes, even if he promises that most of an increased burden will fall on the wealthy. This has made him a target of the Clinton camp, which is telling voters that Mrs. Clinton is the only candidate pledging to shield the middle class.

Mr. Sanders, as well as Martin O'Malley, who is also running for the Democratic nomination, have avoided any pledge against middle-class tax increases. The paid family leave program both support is designed as social insurance much like Social Security, funded by a 0.2 percent payroll tax increase.

Yet Mrs. Clinton's pledge rules out supporting such a proposal. While she has frequently talked about paid family leave, she says her plan will call on only the wealthiest to pay for it.

Mr. Obama, who also made a pledge not to raise middle-class taxes, has seen how limiting it can be. Early last year, he made an effort to levy some taxes on 529 college savings accounts, given that 70 percent of account balances in those and similar accounts are owned by families who make more than \$200,000. The revenue from the tax would have been plowed into college subsidies that would reach low- and middle-income Americans.

It was a doomed idea. Some families with closer to median income do use 529 accounts. So adding a tax would, technically, increase some middle-class people's burden, thus violating Mr. Obama's promise. Backlash erupted not just from Republicans, but fellow Democrats, and he dropped the idea less than a week after floating it.

Even Mr. Sanders, who often talks about income inequality, isn't entirely immune from the allure of the \$250,000 threshold. He's ruled out middle-class tax increases except to fund paid family leave, promising to somehow get the needed revenue for his platform from banks and the very rich. And in other areas — top tax rates, Social Security payroll taxes — he adopts the \$250,000 cap for no clear reason related to the policies themselves. That speaks to the spell this arbitrary limit has cast over the Democratic Party.

It's one it needs to break. The middle-class pledge has not just been outpaced by Democrats' policy ambition. It's been outpaced by voters' reality.

Over the last decade and a half, fewer and fewer Americans are identifying as middle class, and a growing share says it is working or lower class. Income inequality compresses many downward and lifts up the sliver already at the top.

That shifting identity should relieve candidates of the sense that there is a political urgency in spouting the phrase "middle class," and it demands a new framework — one that is honest about the class divisions in the country.

[Gov. Malloy Wants Minimum Age to Be Tried as Adult Set at 21](#)

WSJ - Joseph de Avila

Connecticut was among the last states in the U.S. to try 16-year-old defendants in adult criminal court until legislators passed legislation in 2007 raising the minimum age to 18.

Now Gov. Dannel Malloy wants to make the state the first to push the age up to 21.

People who agree with Mr. Malloy's proposal say putting young people in adult prisons exposes them to violence and increases the likelihood they will commit new crimes when they are released. They also point to medical research showing that the brains of young people don't fully develop until well into their 20s.

But some are concerned about the implications of moving to juvenile court those who can legally marry, enter into contracts or volunteer for the armed services without parental consent.

How does the state treat them one way "if they have those rights and abilities, and then treat them like a child if they commit crimes?" said Kevin Kane, Connecticut's chief state's attorney and the state's top prosecutor. "The concept certainly has some merit, but the details are complicated and really need to be explored in depth."

Others say Connecticut's recent success in shifting 16- and 17-year-olds from the adult to the juvenile system shows the state can push the minimum age even higher.

"My experience tells me it's going to be less complicated than people think," said Mike Lawlor, under secretary for criminal justice policy and planning for the Malloy administration. "Back then it was a prediction. But now it's a historical fact. You can work through this stuff."

Before the Malloy administration makes a recommendation to the state Legislature in February, Mr. Lawlor said it wanted to determine how much the change would cost and how many young defendants would be added to the juvenile-justice system.

Like many initiatives coming from the Democratic governor, the idea would likely gain political momentum because Democrats control both houses in the state Legislature.

New York and North Carolina are the only two states that continue to automatically try 16- and 17-year-old defendants in adult court. New York Gov. Andrew Cuomo, a Democrat, has pushed unsuccessfully for legislation to try them in juvenile courts, though last week he signed an executive order to house 16- and 17-year-old inmates separately from older prisoners.

When Connecticut was debating raising the age of juvenile court jurisdiction in 2007, the Connecticut Judicial Branch, which runs the state's courts, estimated it would double the number of cases coming through the juvenile court system and in its pretrial detention centers.

"The number of kids coming in just never materialized," said Brian Hill, director of administration for the Judicial Branch's Court Support Services Division.

In fiscal 2007, 13,391 delinquency cases moved through the state's juvenile-court system. In fiscal 2015, 10,527 cases were handled. Admissions into pretrial detention centers for juveniles have also fallen, from 2,559 in fiscal 2007 to 2,334 in fiscal 2014.

A number of factors contributed to the slowdown in juvenile cases, said Deborah Fuller, director of family and juvenile services for the Support Services Division.

Juveniles were no longer sent to detention facilities for so-called status offenses like truancy or running away, and other young people accused of misdemeanor offenses were diverted to juvenile-review boards

for counseling rather than sent to the juvenile-justice system, she said.

Mr. Hill said the judicial branch invested more money for mental-health counseling and home services for troubled young people. The state first rolled out these changes in 2002 and continued adding to these services, he said.

Abby Anderson, executive director of the advocacy group the Connecticut Juvenile Justice Alliance, said the decline in juvenile cases shows that raising the age of juvenile jurisdiction in the court system has worked. She said pushing the age higher would also help keep more young people out of adult prisons where they are more likely to become lifelong criminals.

“If this is working, why would it not work for 18- and 19-year-olds?” Ms. Anderson said.

Mr. Kane, Connecticut’s chief state’s attorney, agreed that raising the age of juvenile jurisdiction has “certainly been better than a lot of us expected.”

But individuals between the ages of 18 and 20 are very different from those who are 16 and 17, Mr. Kane said. They are more mobile, more independent and legally free of influence from their parents, he said. “The whole juvenile court system is geared for people who don’t have that independence,” Mr. Kane said.

He said there needs to be a careful consideration of whether the state should treat all individuals accused of a crime between the ages of 18 and 20 as juveniles or whether it should be done selectively based on the alleged crime or other factors.

In Connecticut, juveniles accused of Class A and B felonies, which include the most serious of crimes like murders, already are automatically transferred to the adult system. A judge in the juvenile court system has the discretion to transfer juveniles accused of Class C, D or E felonies or an unclassified felony to the adult system.

[Activist to Help Drop Crystal Ball In Times Square](#)

WSJ - Kate King

The special guest at Thursday’s New Year’s Eve celebration in Times Square is hoping to ring in a new era of social and environmental activism at this year’s ball drop.

Hugh Evans, co-founder and chief executive of the antipoverty group Global Citizen, is scheduled to join New York City Mayor Bill de Blasio in pressing the Waterford crystal button that starts the countdown to 2016, organizers said this weekend.

Tim Tompkins, president of the Times Square Alliance, a nonprofit that helps produce the New Year’s Eve festivities, said organizers chose Mr. Evans because of his organization’s “commitment to making the world a better place and their message of inclusion,”

“It’s particularly appropriate because this is a year where the world has felt more divided than ever,” Mr. Tompkins said. “This choice reinforces the idea that we are all citizens of the world together.”

On Sunday, workers on the roof of One Times Square installed the final triangular panels on the New Year’s Eve ball.

Organizers said they are working with law-enforcement authorities to ensure security at this year’s event. No specific threats against the city have been deemed credible, police said Sunday.

The NYPD has increased patrols and beefed up its counterterrorism resources “out of an abundance of caution” in recent weeks following terrorists attacks in Paris in November and San Bernardino, Calif., earlier this month, said Stephen Davis, a department spokesman.

Officials have pointed to the role of a new counterterrorism police unit, called the Critical Response Command, and stepped-up police presence at this year’s Macy’s Thanksgiving Day Parade and the Dec. 2 tree-lighting ceremony at Rockefeller Center.

The new counterterrorism unit, equipped with long-range weapons and heavy-duty vests, was first deployed, with 110 officers, in the days after 130 people were killed on Nov. 13 in terrorist attacks in Paris. The unit, which is expected to grow to about 560 officers, is expected to be in full force by the New Year’s Eve celebrations in Times Square.

Since the 1990s, special guests have been invited to join the mayor as part of the symbolic pressing of a button to begin the ball’s descent. Previous guests have included Bill and Hillary Clinton, Muhammad Ali and Lady Gaga. At the 2011-12 celebration, Lady Gaga kissed then-Mayor Michael Bloomberg smack dab on the lips.

This year’s New Year’s festivities won’t be the first time Mr. Evans of Global Citizen uses a city landmark as the backdrop for his international activism.

Mr. Evans, 32 years old, started Global Citizen in 2012 with a now-annual music festival in Central Park, which asks concertgoers to perform anti-poverty activism, such as signing online petitions or emailing elected officials, to get admission tickets.

Global Citizen plans to use the Times Square stage to promote a set of goals advanced by the United Nations that include eliminating poverty, reducing inequality and addressing climate change, said Andrew Kirk, a spokesman for Global Citizen.

“It’s an opportunity for people to remember that they can do something in 2016,” Mr. Kirk said. “Our model at Global Citizen is not about charity, it’s not about giving. It’s about getting people to use their voice to affect change.”

Mr. Evans, a native of Melbourne, Australia, who now lives on the Upper West Side, wasn’t available for comment Sunday.

Michael Carey, executive director of the Mayor’s Office of Citywide Event Coordination and Management, said city officials have worked successfully with Global Citizen to organize the annual Central Park concerts and thought the head of the group was a good choice to be the guest of honor at this year’s New Year’s Eve event.

“They reflect this mayor’s vision of income inequality,” said Mr. Carey, referring to Global Citizen and the mayor’s effort to combat inequality.

This year, the Times Square Alliance is joining with Twitter for the first time to showcase tweets from New Year’s Eve celebrations from around the world, Mr. Tompkins said. As the clock strikes midnight in each time zone, celebratory tweets with the hashtag #NewYearsEve are scheduled to be broadcast on screens in Times Square, he said.

The New Year’s Eve festivities are slated to feature musical performances by country singer Carrie Underwood, pop singers Daya and Demi Lovato, Latin boy band CNCO and rapper Wiz Khalifa. British singer Jessie J is to sing John Lennon’s “Imagine” just before the ball drops.

The Times Square Alliance expects 750,000 to 1 million attendees Thursday. As of Sunday, the National Weather Service was forecasting a cloudy night with a low of 36 degrees.

[Obama expands government anti-poverty efforts, frustrating Republicans](#)

LA TIMES - Noam Levey

President Obama is entering his final year in office having quietly secured significant expansions to the federal government safety net in the face of Republican majorities in Congress and increasingly insistent calls from GOP presidential candidates to rein in “free stuff.”

The latest expansions came in the \$1.8-trillion budget deal that Congress approved this month, which made permanent hundreds of billions of dollars in tax breaks for low- and moderate-income families -- measures enacted on a temporary basis in Obama’s first year.

The legislation, which gained support from majorities of Democrats and Republicans, also boosted federal aid for low- and middle-income college students, through increased grants and tax breaks.

Moreover, although the budget deal delayed three taxes included in the president’s signature Affordable Care Act, it protected the core of the law, which has extended government-subsidized health coverage to millions of poor and working-class Americans in the last two years.

Together, the permanent tax breaks and health protections that Obama has managed to lock into place mark the largest growth of government social programs in half a century.

“That seems like a pretty worthwhile tradeoff,” said former Senate Majority Leader Tom Daschle (D-S.D.), a onetime mentor who helped Obama chart his healthcare agenda after Obama won the White House in 2008.

Though the tax breaks for low-income Americans have received much less public attention than the healthcare law, they have become the government’s largest cash-assistance program to fight poverty, with more than 40 million people receiving benefits each year.

Making the expanded credits permanent will help about 16 million people in 2018, according to estimates from the Center on Budget and Policy Priorities, a left-leaning Washington think tank.

That “would rank among the biggest anti-poverty achievements, outside of health reform, in years,” said Robert Greenstein, the center’s executive director.

The health protections, student loans and tax assistance for low-income Americans reflect Obama’s belief in leveraging government power to combat income inequality, which he has called “the defining challenge of our time.”

They are also a rich target for Republican politicians, many of whom argue that costly government programs are stunting economic growth, depressing wages and creating a “culture of dependency.”

That argument has proved extremely potent, helping deliver historic GOP majorities in Congress and animating the campaigns of many of the 2016 GOP presidential contenders.

But Obama’s ability to lock in his social programs -- and even expand them -- despite those congressional majorities has fueled a fury that many conservative voters are directing against the Republican leadership, whom they accuse of repeatedly surrendering to the White House.

After the recent budget deal, House Speaker Paul Ryan (R-Wis.) was forced to defend himself against such critics. “We fought for as much as we could get,” he said on NBC’s “Meet the Press.” “We’re going to pick up next year ... and keep going for more.”

The most notable GOP lapse, in the view of many of the party’s voters, is the failure to repeal the healthcare law. Today, as the law’s coverage expansion enters its third year, close to 20 million low- and moderate-income Americans rely on health insurance provided through the law, including state Medicaid programs for the poor and subsidized commercial insurance available on HealthCare.gov and other government-run insurance marketplaces.

That expansion has driven a historic decline in the nation’s uninsured rate, dropping the share of adults without insurance from 18% at the end of 2013 to 11.6% in the third quarter of this year, according to national surveys from Gallup.

The number could fall further as additional conservative states, including Louisiana, South Dakota and Wyoming, look for ways to expand their Medicaid programs in 2016, following the 30 states that already have used the law to broaden coverage.

Some Republicans had publicly said that after years of laboring unsuccessfully to derail the healthcare law, they would use this year’s budget process to wipe out major parts of it.

In the end, however, the year-end budget deal only temporarily suspended taxes on health insurers and medical device makers. It also delayed a tax scheduled to take effect in 2018 on health plans that provide very generous benefits, a delay sought by some congressional Democrats and labor unions that negotiated the benefits for their members.

Many economists see the tax as a critical tool for restraining the growth in overall health costs, and dropping it was resisted by the White House and many architects of the healthcare law, who fought to include it in the bill five years ago.

“That was hard to see go,” said Nancy-Ann DeParle, Obama’s former senior healthcare advisor and deputy White House chief of staff. “I don’t think the president gave it up easily.”

But though the budget deal only delayed the so-called Cadillac tax for two years, it made permanent the expansions of the Earned Income Tax Credit and Child Tax Credit -- which provide annual tax refunds of as much as \$6,000 to working-poor households. The expansions were passed during the Great Recession in 2008 and 2009 and were scheduled to expire in 2017.

College students also got a boost in the budget deal, as Congress voted to increase the maximum Pell Grant to \$5,915. That is up 25% from when Obama took office, though college tuitions continue to skyrocket.

Low- and moderate-income students can qualify for additional assistance through the permanent extension of the American Opportunity Tax Credit, which provides up to \$2,500 for tuition or other education expenses. It was also scheduled to expire in 2017.

What may happen to all this aid under a new president remains unclear. Obama’s efforts to expand the safety net are likely to be a center of debate in the 2016 campaign.

Democratic presidential candidates, including front-runner Hillary Clinton, are already calling for additional government assistance for college students, echoing Obama.

Other programs, such as the Earned Income Tax Credit, have historically enjoyed bipartisan support.

But GOP leaders still promise to try to repeal the Affordable Care Act.

And congressional Republicans' 2016 budget blueprint -- billed as the party's governing vision -- proposes hundreds of billions of dollars in cuts to Medicaid, food assistance and other programs for the poor.

[Opinion: The new racial generation gap](#)

LA TIMES - William Frey

In the 1960s, a flip but still effective aphorism summed up the rebelliousness of youth: "Don't trust anyone over 30." As it turns out, that admonition is a much more fitting bumper sticker for today's student activists than it was 50 years ago. Young people now — the post-millennials — face a far deeper generational divide than the one that separated baby boomers from their parents. And the nation faces a far more serious crisis if that divide cannot be bridged.

The wave of mostly white, mostly middle-class boomers that flooded college campuses in the 1960s got swept up in a variety of causes — Vietnam, civil rights, feminism. They questioned authority in ways their Depression- and World War II-era parents never did. Yet it could be argued that most of them had little reason in general to object to the status quo. They had benefited from post-World War II prosperity and government programs, such as the GI Bill, that allowed their parents to raise them in comfortable suburban homes and send them to free, decent public schools. Later, Great Society initiatives such as the Higher Education Act of 1965 enabled them to attend college in historic numbers at a reasonable cost, and there were jobs in the offing after graduation.

Back then, public investments in America's families and youth were embraced by older generations who wanted their children and grandchildren to achieve the American dream. The situation — and the demography — is much different today.

The younger population of the U.S. is now highly diverse. Racial minorities, who are not always from the middle class, represent roughly half of the students in the nation's K-12 public schools. That level of diversity is destined to increase: Since the 2010 census, in 46 out of 50 states and in nearly 9 out of 10 of the country's 3,100 counties, more white youths have turned 20 than were born or in-migrated. By 2023, whites will comprise less than half of the U.S. population under age 30. More important, the entire white working-age population will decline by 12 million over the next 15 years because of aging and retirement; that means young Latinos, blacks, Asians and other minorities must take their place.

This new diverse majority of young people will have far fewer advantages compared with the white-majority boomers in the '60s. Although high school dropout rates among young black and Latino students have been falling, four-year college enrollment is well below whites', a situation compounded by high attrition rates. Should these patterns continue, the nation will see an absolute drop in college graduates after 2020. Moreover, income inequality is hitting the younger minority generations particularly hard, as evidenced by their continuing high rates of child poverty. It is still the case that many blacks and Latinos attend highly segregated, under-resourced public schools and lack the finances and guidance to get into postsecondary programs that are the best pathways to the middle class.

These facts, and America's inevitable demographic future, put recent campus protests into sharp perspective. The complaints voiced by black, Latinos and other minority students (and their white allies) strongly indicate that a racially prejudicial environment still exists at four-year colleges, which remain more white (61%) than the students in the K-12 pipeline. Yet it is imperative that minority students succeed at these colleges. These slow-to-change institutions must successfully invest in diversity, making

minorities' contributions, voices and concerns central to their educational mission.

The message needs to be heeded beyond college campuses as well, by public officials, corporations, even city police forces: Investing in the success of today's diverse youth is critical for the entire nation, which needs a productive labor force and its attendant contributions to Medicare, Social Security and other programs.

The baby boomers in particular need to hear the message. Now in their 50s and 60s, too many of them are more concerned with lowering their taxes than investing in the younger generation. Given the choice between a larger government that offers more services and a smaller government with limited services and lower taxes, white boomers are far more likely than millennial or Gen X minorities to choose the latter, according to a 2013 Pew survey. And it has been shown that those states with the largest gains in minority children, but mostly white seniors — including Texas, California, Florida, Georgia, North Carolina and Arizona — rank among the lowest third of states on a measure of child well-being that includes education, health and other areas in which state government programs can assist.

Such attitudes among older whites — the only growing segment of the white electorate — shouldn't necessarily be interpreted as racist. Instead they reflect a fear of the unknown, potential negative economic consequences for themselves, and a lack of personal connection with the younger generation outside their own families.

When the nation's college students return to campus after winter break, it would be understandable if they added a new slogan to their petitions, tweets and picket signs: "Don't trust anyone over 30, and especially don't trust anyone over 50." Older, white Americans need to recognize diversity's importance to the nation's future, and once and for all realize that the 1960s are long gone.

William H. Frey, a senior fellow at the Brookings Institution and a population studies professor at the University of Michigan, is author of "Diversity Explosion: How New Racial Demographics are Remaking America."

[Opinion: Unfinished \(economic\) business](#)

WASHINGTON POST - Jared Bernstein

As 2015 comes to a close, the broad consensus is that the U.S. economy is solidly back from the brink, if not quite yet firing on all cylinders. Certainly, that was the judgement of the Federal Reserve when it raised the interest rate it controls in mid-December.

No question, our 2015 economy once again showed its flexibility and resilience, especially compared to many other advanced economies, like those of Europe, where unemployment in many countries remains in double digits. The expansion that began here in the second half of 2009 is in its sixth year, with few signs of the sorts of bubbles or resource constraints that signal trouble.

But considerable unfinished business remains, by which I mean that even this far into an expansion, there are still significant pockets of weakness. So, not to be a downer but to present a balanced view, here's a list of economic concerns we carry with us into 2016.

The job market: The unemployment rate at 5 percent is about at what the Fed considers to be the full employment rate, meaning the lowest rate consistent with stable inflation. But that judgement is hard to square with the reality that inflation has been unusually low and not accelerating at all, and that's not just a function of cheap oil; it holds for measures that leave out energy prices.

You ask me, the job market isn't as tight as the unemployment rate suggests. The underemployment rate,

for example, is 9.9 percent and by my calculations, full employment for this measure is 8.5 percent, so it still has some room to fall.

Also, the share of employed prime-age workers (25 to 54) is still climbing out of its recessionary hole. By the end of 2015, this indicator of labor demand had clawed back just half of its losses (see chart above).

The wage story is also a mixed bag. In nominal terms, wage growth was stuck at 2 percent for most the year, largely unresponsive to the tightening job market. Very low inflation, however, meant that stagnant nominal wage growth translated into real wage growth and towards the end of the year, there were nascent signs of life in the wage series I follow. But this recovery has yet to generate lasting, broad-based wage growth.

The macro economy: Although the quarterly readings will always bounce around, gross domestic product growth has reliably settled into its trend of around 2 percent, with consumer spending holding up particularly well, reflecting strong job growth amidst low inflation.

But that's not a particularly fast clip, and even this deep into the expansion, growth has yet to close the "output gap," the difference between potential and actual GDP, where "potential" means GDP at fully utilized resources. In this regard, it's important to wrap your head around Chart 2 here, where Ben Spielberg and I show that not only has GDP growth failed to close the output gap, but more importantly, potential GDP growth itself has been marked down:

"Note ... the damage done to potential GDP since the Great Recession; today's estimates are lower both in real dollars and slope. Even so, actual GDP hasn't caught up, making her a runner that can't seem to cross a goal line — one that's moving toward her!"

Slow productivity growth is a major factor in this markdown, a big concern going forward and one that's both a growth problem and an inequality problem.

We also head into 2016 posting historically low rates of interest and inflation, both of which signal persistently weak demand.

Inequality: The forces behind income inequality, which include globalization, the absence of full employment, the rise of finance, and centrally, the perennially weak bargaining power of most workers, are of course still with us. The productivity-compensation gap, shown in Chart 3 here, probably closed a bit in 2015, as real median pay, driven up by uniquely low inflation, surpassed weak productivity growth (we don't have full year data yet but real median earnings were up 1.5 percent through the third quarter compared to last year, while productivity was up only 0.6 percent).

But consider that the onset of what are now historically high levels of inequality occurred when productivity growth slowed in the mid-1970s. That's no coincidence: When there's less growth to go around, those with the most economic and political power will protect and expand their share at the expense of the majority on the other side of the inequality divide. This phenomenon is uniquely amped up in our system, where money buys policies that shield wealth (e.g., tax policies favoring asset-based incomes) and blocks policies then strengthen bargaining clout (e.g., minimum wages, unionization).

How the economy ... um ... works: One final, important shortcoming we carry with us into 2016: Economists are having a lot of trouble understanding what makes the economy tick. Look at the figure below, from researchers at Goldman Sachs. It shows GDP forecast errors, which are basically just actual growth minus predicted growth (so if actual was 2 percent and you predicted 3 percent, the figure would show a bar of negative 1 percent).

This year marks the 13th out of 16 years since 2000 that forecasters have been too optimistic re growth expectations. Cumulatively, the downside misses on the level of real GDP sum to almost 15 percent since 2000.

That tells you a few things. One, the models are missing something important that's holding back growth, and two, researchers are insufficiently self-correcting. The economy is Lucy and the forecasters are Charlie Brown, or, more formally, what researchers are considering temporary factors are, in fact, more persistent. The Fed, for example, argues that its upside misses on inflation (it keeps thinking price growth is about to accelerate) are due to temporary factors, including cheap oil and the strong dollar. Maybe 2016 will show their forecast for faster inflation growth to finally be correct, but put me down as a skeptic.

So, lots to learn about and a number of important trends to track as we head for 2016. Stay tuned, fellow nerds!

Jared Bernstein, a former chief economist to Vice President Biden, is a senior fellow at the Center on Budget and Policy Priorities and author of the new book 'The Reconnection Agenda: Reuniting Growth and Prosperity.'

[Opinion: Why Adam McKay is America's most powerful political filmmaker](#)

WASHINGTON POST - Alyssa Rosenberg

More than a year ago, I talked to movie director Adam McKay, who was receiving an award from the Brady Center to Prevent Gun Violence. Because of the occasion, I asked him how he might take on a figure like Wayne LaPierre, the executive vice president of the National Rifle Association, who represents some of the same cultural phenomena run amok that McKay has skewered in films such as "Talladega Nights." McKay told me it might be impossible — that LaPierre represented a darkness that not even he could exaggerate.

But at the time, McKay was working on a different sort of straightforward movie about a piece of U.S. history so absurd that it defied parody. And now that we have the results of McKay's adaptation of "The Big Short," Michael Lewis's chronicle of the housing bubble and the resulting Great Recession, it's fascinating to see how McKay's career has been leading to this sort of outraged, but not quite predictable, storytelling all along.

I've found myself coming back again and again to McKay's comedies not just because they're very funny but also because of their sly political intelligence. His muse is Will Ferrell, who under McKay's direction has played San Diego newsreader outraged at having to share his desk with a talented woman in "Anchorman"; a NASCAR driver corrupted by fame and money in "Talladega Nights"; a petulant man-child in "Step Brothers"; a cop with a dark side (and an extremely frisky relationship with his wife) investigating financial wrongdoing in "The Other Guys"; and even a deadbeat behind on the rent he owes to a cranky toddler in the viral video "The Landlord."

Liberal political rhetoric often scorns the sort of embattled white men McKay and Ferrell explore with such love and humor. It's this kind of contempt that leads liberals to mock conservatives for voting against what liberals perceive to be their self-interest, or to vilify them for trying to hold on to privileges that are rapidly losing their value. This kind of self-satisfaction is precisely what McKay rejects. Movies such as "Anchorman" and "Talladega Nights" persuade everyone to empathize with Ron Burgundy and Ricky Bobby, and to get outraged at the distorting, winner-takes-all systems that surround them instead, pitting Ron against his eventual wife and co-anchor Veronica Corningstone (Christina Applegate) and Ricky Bobby against his best friend and racing partner (John C. Reilly).

“The Big Short” shares many preoccupations and villains with McKay’s comedies, among them financial wrongdoing and people who have marinated in superiority so long, they’re begging to be slapped on a grill. But if McKay’s comedies are about persuading audiences to care about individuals who find themselves at a loss in crazed environments and moments of social upheaval, the great genius of “The Big Short” is to recognize that those individuals are sitting in theater seats, rather than playing out the drama on-screen.

Lots of political movies want to speak to audiences, but “The Big Short” does so explicitly and constantly; the fourth wall might as well not exist in the movie. Sometimes that means a character like Jamie Shipley (Finn Wittrock), an independent investor who bet against not just bonds made up of obviously shoddy mortgages but also supposedly more reliable ones, pauses to let you know you’re watching a prettied-up piece of movie magic. At other moments, investor Jared Vennett (Ryan Gosling) is narrating bits of financial history, like the invention of securities made up of large bundles of mortgages.

But most powerfully, “The Big Short” enlists the audience in the characters’ outrage. In these moments, McKay makes viewers’ ignorance of and confusion about the causes of the Great Recession not a source of shame, but a badge of moral purity. “I’m guessing most of you still don’t really know what happened,” Jared tells viewers at the beginning of the movie. “Yeah, you got a sound bite you repeat so you don’t sound dumb, but come on.” The result is complicity rather than condescension, especially when Jared asks us “It’s pretty confusing, right? Does it make you feel bored? Or stupid? Well, it’s supposed to. Wall Street loves to use confusing terms to make you think only they can do what they do. Or even better, for you to just leave them the f— alone.”

And McKay’s puckish method of empowering his audience is to have Jared announce breaks in the film so that Margot Robbie can explain how mortgages are bundled into bonds from the comfort of a bubble bath; chef Anthony Bourdain can compare the repackaging of subprime mortgages to the way he reuses fish that isn’t selling in fish stews; or so Selena Gomez can hang out with a behavioral economics expert in a casino and we can all walk away understanding synthetic collateralized debt obligations.

These interludes aren’t just educational — at times they take vicious swipes at other movies about the financial industry. In “The Wolf of Wall Street,” Martin Scorsese aimed a camera up Robbie’s skirt while letting his movie fall prey to the charms of its subject, the stock market fraudster Jordan Belfort (Leonardo DiCaprio). McKay keeps Robbie comparatively covered up, even though she’s in the bath, he gives her substantive things to say — and then he lets her dismiss the audience when they might be tempted to ogle her.

There’s another important way in which McKay has reversed the political polarity that animates his comedies. In McKay’s fictional movies, the message is always that individual men can change, shucking off the larger forces that have deformed their characters and rediscovering their real and decent selves. But while the subject of “The Big Short” is a small group of men who spotted rot in the system early enough to profit from an inevitable crash, McKay spikes their profits with poison and pessimism about the prospect of systemic change.

Cantankerous hedge fund manager Mark Baum (Steve Carell) hopes to make bets big enough to hurt both huge institutions and individual bad actors within it, but ultimately he must settle for cashing out in a way that won’t hurt his business partners. “Average people are going to be the ones that have to pay for all of this, because they always, always do,” Baum warns in a speech he gives as the value of Bear Stearns begins to fall. But in the end, Baum’s foresight can’t help him find a way to extricate himself from the “era of fraud” he describes. He can make money from recognizing that a bubble exists, but he can’t prevent it from being popped or stop a new one from beginning to inflate.

Shipley and his partner Charlie Geller (John Magaro) get a sober lesson from their mentor Ben Rickert

(Brad Pitt) in what it means to bet against the American economy. “If we’re right, people lose homes, people lose jobs, people lose retirement savings, people lose pensions. You know what I hate about f — banking,” Ben tells them. “It reduces people to numbers. Here’s a number for you: for every 1 percent unemployment goes up, 40,000 people die. Did you know that?”

Charlie in particular comes to understand that anticipating a crash means not just a windfall, but an apocalyptic vision paired with a feeling of powerlessness; when the market starts to collapse, his first impulse is to call his mother.

And Michael Burry (Christian Bale) discovers that while his devotion to reason and clear thinking has made the investors in his hedge fund very, very rich, it has also profoundly discomfited them in a way that suggests further financial madness is inevitable. “People want an authority to tell them how to value things but they choose this authority not based on facts or results,” Burry writes in a letter closing down his fund. “They choose it because it seems authoritative or familiar, and I’m not and never have been familiar.”

And at the end of “The Big Short,” Jared’s vinegar-y narration slaps down the audience’s expectations that the outrages the film described must have led to substantive, lasting reform. The idea of reform itself is just another lie governments and businesses use to appease us, McKay suggests. And while that may feel like a more pessimistic message than the themes of personal redemption that animate McKay’s comedies, the two aren’t incompatible. We shouldn’t mistake saving ourselves for saving our institutions or our country. And sometimes what seems like moral vision is really just another way to become compromised. “I never said I was the hero of this story,” Jared cautions us.

When I spoke to McKay last year, he was working on “The Big Short,” and his political impatience was evident. “It’s time to panic. Climate change, the level of violence, the level of income inequality?” he told me at the time. “It’s time to full-on lose our cool.”

I don’t know if “The Big Short,” which opened up against “Star Wars, Episode VII: The Force Awakens” and in the midst of the Christmas holidays, can make us do that. It’s a lot easier to be amused and appalled by the sight of Steve Carell wandering around brandishing a grenade and killing a guy with a trident in “Anchorman” than it is to watch him, as Baum, declare a necessary war on the U.S. financial industry and our predisposition to successes built on perilously airy foundations. The danger from the former is both obviously fake and requires nothing from us, while the threat of the latter is terrifyingly real and demands so much.

If “The Big Short” doesn’t become a rallying cry, McKay can go back to making sharp comedies that resonate both with people who recognize their politics and with audiences who are with him only for the jokes. But if it does resonate as more than a sharply told, intelligently acted movie, McKay might finally be recognized for the political thinking and communicating he’s been doing in his films all along.

[Clinton mimics Sanders’ economic message in new campaign ads](#)

WASHINGTON TIMES - Kelly Riddell

Democratic presidential front-runner Hillary Clinton has begun airing radio ads in Iowa and South Carolina that sound off against income inequality — the same platform on which her top rival Bernard Sanders has been running.

In the South Carolina advertisement, Mrs. Clinton takes on the issue of raising families incomes, with the spot airing on predominately African-American stations.

“Families are stretched in so many different directions and so are your budgets. Out of pocket costs for

everything from prescription drugs to child care to college seem to go up a lot faster than wages,” Mrs. Clinton says in the advertisement, according to a statement released by her campaign Tuesday. “Boosting incomes for hardworking families so they can afford a middle class life is the defining economic challenge of our time.”

In the South Carolina ad, Mrs. Clinton pledges to create good-paying jobs, raise the minimum wage, ensure equal pay for women, protect Obamacare and get drug companies to lower their prices.

In another radio ad released in Iowa, Mrs. Clinton focuses on ending the wage gap and attacks Republicans for letting corporations write their own rules.

“On average, it takes 300 Americans working for a solid year to make as much money as one top CEO,” a narrator says. “It’s called the wage gap.”

Mrs. Clinton’s messaging in both advertisements mirrors the message Mr. Sanders has been espousing about economic inequality since the beginning of his campaign.

“We are living in a rigged economy where corporate profits soar while millions of our children live in poverty,” Mr. Sanderstweeted Tuesday.

[Column: Sanders appeals to Trump voters](#)

THE HILL - Brent Budowsky

In one of the most interesting political moves of the year, Sen. Bernie Sanders (I-Vt.) spent last weekend appealing to those Trump voters who are unhappy with income inequality and the problem of stagnant wages, asking them to consider voting for him in the presidential election.

While the majority of Trump supporters would not consider supporting Sanders because their support for Trump has nothing to do with the populist economic issues that Trump is championing, there is a pool of Trump supporters that might give Sanders a very close look, especially in the New Hampshire primary, where independents can vote in the Democratic primary.

These would be the Trump supporters who favor a high minimum wage, who support major Wall Street reform and breaking up big banks, who want to send their kids to college but cannot afford the high cost and long-term debt of a college education, who do not like paying big insurers punishing premiums, who want to prevent lavishly financed super-Pacs favoring special interests from dominating American politics, and who support reducing the influence of special-interest insider lobbyists from writing legislation in secret.

There are Trump supporters who enjoy Trump's attacks on various groups and individuals, such as his comments about Muslims. But there are also Trump supporters who are lifetime supporters of veterans, who respect the way Sanders is highly regarded by many leading veterans groups for his support of those who wore the uniform and how he has championed their cause by his service on the Senate Veterans Affairs committee, and do not agree with Trump's condescending comments about war hero Sen. John McCain (R-Ariz.), who is particularly popular in New Hampshire and other states.

I give Sanders credit for making the appeal to those Trump voters who are appalled that wages have not kept pace with the standard of living, and agree with Sanders that trade deals such as the Trans-Pacific Partnership can harm American workers. And unlike Trump, Sanders has never made money by putting his name on neckties made in China!

Let's watch the polls and those ultimately voting in New Hampshire — where Sanders is well known and would have great appeal to populist independent voters — to measure Sanders's success in appealing to

economically motivated Trump voters, which could make a big difference when Granite State voters go to the polls on primary day.

Budowsky was an aide to former Sen. Lloyd Bentsen and Bill Alexander, then chief deputy majority whip of the House. He holds an LL.M. degree in international financial law from the London School of Economics.

[In NLV speech, Sanders calls PUC solar decision 'just about the dumbest thing I have ever heard'](#)

LAS VEGAS SUN - Scott Lucas

With less than two months remaining before the Nevada caucuses, Vermont Sen. Bernie Sanders spoke in North Las Vegas before an overflow crowd of 3,200 supporters, according to a count by the school's assistant principal, calling for a "political revolution" to transform the United States.

In an aside to his stump speech, he also touched on local issues, calling the Nevada Public Utilities Commission's recent decision to add new fees to residential solar customers, "just about the dumbest thing I have ever heard. We should be making it easier, not harder for people to go solar."

Sanders also decried the influence of Republican donor Sheldon Adelson, saying that the nation's earliest caucus was not in Iowa or Nevada, but among GOP candidates vying for the casino magnate's support. "Brothers and sisters," said Sanders, "this is not democracy, this is oligarchy."

His message resonated with Soel Thompson, a 17-year-old high school student who was attending his third Sanders campaign event. "He's very honest and trustworthy," said Thompson, who has a Sanders sticker on his marching band trumpet. "I don't think Hillary Clinton is."

Sanders, who leads the former secretary of state in New Hampshire and is closing ground in Iowa, also announced today the support today of Erin Bilbray-Kohn, one of Nevada's superdelegates, Democratic Party leaders who directly cast votes at the convention to select the nominee. She becomes one of only a few superdelegates to formally back the senator.

Although Sanders trails Clinton badly among superdelegates, he has otherwise mounted a strong challenge from the former first lady's left, in evidence at tonight's rally, in which Sanders decried income inequality, climate change and institutional racism.

"We are going to tell (Donald) Trump that no, we are not going to hate Latinos. We are not going to hate Muslims. We are going to stand together and address the real issues that face this country," said Sanders.

In the Democratic debate on Dec. 19, Sanders and Clinton disagreed over spending policy, with the senator arguing for an increase in payroll taxes to support an expansion of paid family leave, a proposal that Clinton, who has vowed not to raise taxes on those making less than \$250,000 a year, rejected. Sanders reiterated his proposal to require three months of leave from work for new parents.

Prior to the event, Sanders spoke to a group of veterans in Las Vegas this afternoon about reforms to the Department of Veterans Affairs and his status as a conscientious objector during the Vietnam War. "I was prepared to go to jail," he said.

Although public opinion polls have been scant in Nevada, a CNN survey in October found Clinton with the support of 50 percent of likely caucus-goers, with Sanders at 34 percent. At about the same time in 2007, Clinton had 51 percent of likely caucus-goers in Nevada, with Obama at 34 percent.

Sanders begins a three-day campaign swing in Iowa on Tuesday.

[Opinion: Can Black America's middle class be saved?](#)

FLORIDA WEST SIDE GAZETTE - Lee Daniels

I don't mean the small class of wealthy Black Americans or Black upper-middle class Americans who earn hefty salaries and whose net-worth runs into the millions of dollars. In today's more open American society, they'll do fine economically. I mean that considerable number of Blacks who earn five-figure to low six-figure salaries and whose wealth consists almost completely of the value of the home they own.

Will they survive? And if many of them don't, what will that mean for Black America as a whole?

That question has been hanging like a thundercloud over the American horizon ever since the recession of 2001 undermined a bright promise of the prosperity the country enjoyed during the 1990s: that significant numbers of Black Americans were finally gaining a secure foothold in the middle class.

Blacks as a group never recovered from that recession, and the subprime housing crisis and the Great Recession that gripped the country just before President Obama won the White House, made matters much, much worse.

That was so for many, many Americans, of course – in part because the fierce economic shock intensified the dynamic of income inequality that had been shadowing the economy for decades. The title of a new study the Pew Research Center released this month makes the larger point in stark terms – “The American Middle Class Is Losing Ground: No longer the majority and falling behind financially” it declares.

If the American middle class as a whole is losing ground, the Black American middle class as a whole must be standing on the edge of a cliff – with a gale wind blowing.

The report's data and statistics from other sources confirm that notion's validity. (Using a three-person household as the standard, the study defines the middle-income range as stretching from \$42,000 to \$126,000 annually, with lower-income and upper-income households below and above that range, respectively.)

It found in general terms that for the first time in nearly a half-century middle-income Americans no longer comprise the majority of the population. Instead, they now comprise 49.9 percent of the three broad income groups.

This may seem a minor point. But, for one thing, middle-income Americans have been steadily losing ground – as income inequality has been increasing – since 1971, when they made up 61 percent of the population.

For another, not only have both the lower-income and the upper-income sectors grown in population but the growth in each of them has been concentrated at the furthest extremes of their boundaries – where the poorest of the poor and the very richest of the rich reside.

The upper-income sector has experienced the most growth; it now makes up 21 percent of the population. But even more important is the growing concentration of both income and wealth at the very top of the society. Upper-income households took in nearly half the total income realized by all households last year, while middle-income households gained 43 percent of the total income and lower-income households took just 9 percent.

Finally, since 1983, only upper-income households recorded “notable gains” in wealth, widening the

wealth gap between that sector and other Americans.

It's no coincidence that the wealth gap between Blacks and whites has also increased during the very period that economic inequality has increased generally. The economic pressure besieging the Black middle-income sector has been the more severe because it's exacerbated by the persistence of racial discrimination in the job, housing and education markets.

Among other things, that means the Black unemployment rate (currently at 9.4 percent) is consistently close to twice the national average (5 percent); some companies remain largely closed to Blacks, especially in terms of more prestigious, better-paying positions; Blacks encounter discrimination in both the rental and homeownership markets, and pay more than whites for the housing they get; and the persistence of discrimination limits their ability to raise capital for starting or expanding businesses they own.

America's claim to greatness has always rested heavily on the promise of the opportunity to gain financial stability and comfort – of becoming “middle class.”

The New Deal response to the Great Depression of the 1930s made that promise explicit government policy and ushered in a crucial decades-long period when the burgeoning American middle-class represented the best of what made America great – expanding opportunity in a way that benefited the whole society. That, in turn, underscored the role of the middle class as a bulwark of social stability and an engine of equality. That's the role a sizable Black middle class could be expected to play as well for Blacks and the entire society.

That's why the final answer to the question-can the Black middle class be saved? -is so vital to Black Americans and America as a whole.

[Opinion: Corporate Mergers: Good or bad for diversity?](#)

FLORIDA WESTSIDE GAZETTE - Marc Morial

“Our workforce and our entire economy are strongest when we embrace diversity to its fullest, and that means opening doors of opportunity to everyone and recognizing that the American Dream excludes no one.” – U.S. Labor Secretary Thomas Perez

The issue of diversity with respect to corporate mergers usually is discussed as a potential drawback – the clash between cultures is sometimes cited as a reason such mergers fail.

Often, however, such mergers present an opportunity to expand ethnic and cultural diversity in the workplace and create economic opportunity. The recently-approved merger of AT&T and DirecTV requires the merged company to make available an affordable, low-priced standalone broadband service to low-income consumers in its broadband service area. Furthermore, due to the strong advocacy of the National Urban League and other civil rights organizations, the merger extended AT&T's diversity strategic plan to DirecTV's hiring, procurement, programming and philanthropy.

Similarly, we worked with NBC Universal and Comcast on a ground-breaking memorandum of understanding to insure that the 2011 merger would provide for a variety of diversity initiatives, including establishing a \$20 million venture capital fund boosting opportunities for minority entrepreneurs in digital media, eight new independently owned and operated networks offering substantial participation by minorities, the creation of Diversity Advisory Councils, and the increase of minority participation in news, public affairs programming and jobs.

There is, of course, the danger that a merger could work in the opposite direction. If the merger between

pharmaceutical giants Pfizer and Allergan is completed, the merged company will be headquarter in – and pay its taxes to – Ireland. The deal allows Pfizer to take advantage of Ireland's tax rates while skirting U.S. rules aimed at curtailing tax inversions.

Will the loss of corporate tax revenue exacerbate income inequality in the United States or will it, as Pfizer's CEO insists, allow the company to create more jobs in the United States?

As the merger would create the world's largest drug manufacture, assurances on diversity – not just in hiring and procurement, but in research and development – could not be more vital and essential.

While Pfizer has provided some transparency about its employment diversity, supplier diversity track record and C-suite diversity, less is known a-bout Allergan and very little is known or understood about which companies practices will survive once Pfizer becomes an Irish company.

The pending merger of The Dow Chemical Company and DuPont USA poses similar questions. Both Dow and DuPont have established effective diversity and inclusion policies, but unless a retention or expansion of those policies is a specific condition of the merger, it could represent a step backward.

In the rush to satisfy activist share-holders, the diversity policies that made these companies strong in the first place must not be overlooked or diminished. The National Urban League believes that diversity is in the public interest and a compelling 21st Century necessity.

Regulators who oversee these companies must evaluate diversity and ask the tough questions and the National Urban League and other civil rights leadership organizations will do the same.

[Opinion: What Should the Federal Reserve Do to Stimulate the Economy and Abate Economic Inequality?](#)

HUFFINGTON POST - Gary Reber

The Federal Reserve will raise its main interest funds rate by one-quarter of a point, signaling confidence that the economy has finally recovered from the 2008 financial crisis. The move, announced on December 16, 2015 in a statement from the Federal Open Market Committee, was widely expected and marks the first time the central bank has raised the funds rate in almost 10 years. The funds rate is the principal lever for controlling interest rates that borrowers pay. The Federal Reserve cut the rate almost to zero at the height of crisis to spur an economic recovery, the result of which as been anemic for the vast majority of Americans, but has bolstered the capital OWNERSHIP portfolios of the already wealthy OWNERSHIP class.

The Federal Reserve raised its key interest rate in order to demonstrate its confidence in the U.S. recovery. Committee officials are expecting the U.S. economy to grow by 2.4 percent in 2016, according to the Federal Reserve's forecast released after the announcement. The "official" unemployment rate is expected to level off at 4.7 percent over the next three years. The underlying support for the main interest rate increase is strengthening economic indicators, namely the increasing job growth, albeit mostly low-wage jobs.

It is, however, a misrepresentation, based on questionable economic indicators, that the economy is healthy and has escaped from the "Great Recession." Raising the Federal Reserve's main interest rate from near zero to, well, just above zero at 0.25 percent is not a solution to ANYTHING. The economy will continue to head toward the ultimate wreck resulting in significantly expanded wealth inequality at the expense of ordinary citizens who are struggling as wage slaves, welfare slaves, charity slaves and consumer debt slaves with no meaningful savings or the ability to save and invest. Anyone who believes that the economy is robust with a 2.4 percent annual growth expectation does not understand what the

real potential is. Any growth under 10 percent is anemic.

To date, the Federal Reserve's near-zero interest rates have boosted stock (OWNERSHIP participation) speculation for those qualifying for low-cost capital credit and boosted stock prices. The wealthy OWNERSHIP class has been able to buy back stock and further concentrate their OWNERSHIP of corporations. That's IT!

The bond-buying spree over the past six years now poses the challenge for the Federal Reserve to dispose of the assets on its bloated balance sheet - more than four times larger than when the bond buying began. How much has the balance sheet grown? When the Great Recession hit, the Federal Reserve's balance sheet was approximately \$700 billion dollars, and over the course of the recession and recovery, the asset purchases the central bank made through its various quantitative easing programs expanded the balance sheet to over \$4.4 trillion. Note: "quantitative easing" is a monetary policy in which a central bank purchases government securities (bonds or other debt) or other securities from the market exchanges in order to lower interest rates and increase the money supply. Quantitative easing increases the money supply by flooding financial institutions with money in an effort to promote increased lending and liquidity to meet financial obligations.

There is very little to show for the Federal Reserve lowering the benchmark interest rate (near zero). While borrowing costs have been lowered to create an incentive for business corporations to expand, what expansion resulted has not really benefited the vast majority of American citizens, who are seeing jobs exported to foreign countries whose economies are being boosted by American corporation investment in productive plant and machinery instead of making investments in productive plant and machinery in the United States. That coupled with the continual impact of technological progress is steadily eliminating well-paying jobs in manufacturing and devaluing the worth of labor, leaving what job prospects remain in the low-pay service industries. As a result income inequality is constantly the result as the divide between the wealthy OWNERSHIP class and the wage serfs and property-less widen.

Without a population with earnings to create demand for products and services, there will not be any significant private sector investment in the growth of the economy. Yet, according to an article entitled "Fed Hikes Interest Rates" by Jon Prior and Ben White on Politico, "growing numbers of Wall Street analysts now believe that the gentle hike of just a quarter of a percentage point will not be necessarily bad news for markets, and could even provide a short-term stimulus if businesses are inspired to invest in new equipment now rather than wait for higher rates in the future." But "markets" are ALL secondary, as they are comprised of assets (stocks, bonds and securities) already OWNED, which are then bought and sold among an already wealthy OWNERSHIP class. Markets have nothing to do with the REAL economy - the formation of actual capital assets necessary to productivity growth.

The Federal Reserve's printing of "new" money to execute its bond purchasing has also caused inflation in the cost of products and services, and put further strain on ordinary working Americans struggling to survive day-to-day, week-to-week, month-to-month and year-to-year with less disposable income to pay for products and services at higher prices, and to pay down credit card and consumer loan debt. And while mortgage rates have been reduced due to the Federal Reserve's purchase of mortgage-backed securities, still the vast majority of Americans cannot qualify for mortgage loans to purchase housing. And while, on the one hand, Americans are unable to save for their retirement, the Federal Reserve's efforts to reduce borrowing costs is aimed at creating an incentive for businesses and consumers to spend instead of save.

The Federal Reserve cites the "dramatic" improvement in the unemployment rate but this is just ballyhoo, when in reality unemployment is far more vast and earned incomes are stagnant with most Americans barely getting by. The official unemployment rate, now seemingly relatively low at 5 percent, does not reflect the "new normal," in which millions have simply stopped looking for jobs or are involuntarily underemployed. Furthermore, wages for working people have remained flat or falling. In other words, the

economy is still very depressed, despite nearly a decade of easy money with Federal Reserve borrowing rates held near zero.

Of course, as is conventional wisdom, any program that results in job creation is what is "sold" to the American public, when at its core and hidden by those with a hold on the economy, it is known that it is narrow OWNERSHIP creation that is the REAL result of the stimulus programs. It is the same old game of "make the rich richer" and there will be trickle-down benefits. But that is not the reality of what occurs.

What are the alternatives for stimulating growth, abating wealth inequality and increasing incomes of ALL Americans, without taking from those who already OWN America, an essential practical requirement for reforming the system?

How about instead of the Federal Reserve showing that it is committed to keeping rates low, it can help to trigger significant job-creating activity -- from renovating factories to building new factories and new tools, by providing capital credit loans at zero "0" percent interest to local banks who would in turn lend this interest-free money for the specific purpose to finance the creation of new wealth-creating, income-producing capital assets to grow the economy. Who should benefit from such interest-free capital credit should be EVERY child, woman and man, who would then be empowered to acquire over time significant portfolios of self-liquidating capital asset investments in the American economy, with the capital credit loans repaid out of the FUTURE earnings of the investments. After all, that is the same practical logic of corporate finance that the wealthy OWNERSHIP class uses to further enrich their capital wealth portfolios. Note: Self-liquidating denotes an asset that earns back its original cost out of income the asset produces over a fixed period.

Broadening capital OWNERSHIP would increase the pay of the least-advantaged workers (and non-workers) who would be contributing their productive capital to the expansion of the economy. And in this way, EVERY citizen can become a productive contributor to the economy.

The Federal Reserve, which has been largely responsible for the powerlessness of most American citizens, should set an example for all the central banks in the world. Chairman Janet Yellen and other officials of the Federal Reserve need to exert leadership and implement Section 13, Paragraph 2, which directs the Federal Reserve to create credit for local banks to make loans where there isn't enough savings in the system to finance economic growth. We should not destroy the Federal Reserve or make it a political extension of the Treasury Department, but instead reform it so that the American citizens in each of the 12 Federal Reserve Regions become the OWNERS. The result will be that money power will flow from the bottom up, not from the top down -- not for consumer credit, not for credit that doesn't pay for itself or non-productive uses of credit, but for credit for productive uses to expand the economy's rate of growth, including investments to transform from reliance on environment-polluting energy sources to clean energy sources, and to build a super-infrastructure all over our nation.

The Federal Reserve needs to stop monetizing unproductive debt, and begin creating an asset-backed currency that could enable every child, woman and man to establish a Capital Homestead Account or "CHA" at their local bank to acquire a growing full dividend-bearing stock portfolio to supplement their incomes from work and all other sources of income. Steadily over time this will create a robust economy with millions of new "customers with money" to purchase the products and services that are needed and wanted.

Our leaders need to put on the table for national discussion this SUPER-IRA idea and the necessary reform of our tax policies that would incentivize corporations to pay out fully their earnings in the form of dividend income, and issue and sell new stock to grow their businesses. Under the proposed Capital Homestead Act, an equal allocation of productive credit would be processed for every citizen, based on the aggregate value of the projected need for new capital formation projects, exclusively for purchasing

full-dividend payout shares in companies needing funds for growing the economy and private sector jobs for local, national and global markets.

The shares would be purchased on credit wholly backed by projected "future savings" in the form of new productive capital assets with future marketable products and services produced by the newly added technology, renewable energy systems, plant, rentable space and infrastructure added to the economy.

Risk of default on each stock acquisition loan would be covered by private sector capital credit risk insurance and reinsurance (a la the Federal Housing Administration concept), but would not require citizens to reduce their funds for consumption to purchase shares.

Essentially, the pressing need is for everyone in a position of influence to encourage President Obama and our next President to raise the consciousness of the American people by making their NUMBER ONE focus the introduction of a National Right To Capital Ownership Bill that restores the American dream of property OWNERSHIP as a primary source of personal wealth.

These proposals are the solutions to America's economic decline in wealth and income inequality, which will result in double-digit economic growth and simultaneously broaden private, individual OWNERSHIP so that EVERY American's income significantly grows simultaneously with the growth of the economy, providing the means to support themselves and their families with an affluent lifestyle, and to ensure that their children and grandchildren will benefit even more.

To fully understand the proposed solutions requires a commitment to read and carefully consider the scope of the foundational agendas for reforming the system. The solutions' core is a conscious and dedicated growth policy that broadens individual personal OWNERSHIP in the economy's FUTURE wealth-creating, income-producing capital asset creation. "FUTURE" is stressed because the primary solutions are not based on socialistic redistributive policies that tax and punish those in society who are producing, whether through their labor or their "tools" that they OWN, which they contribute as inputs to creating economic value. The solutions are based on the fundamental principle that economic value is created through human and non-human contributions.

The solutions have at their core the truth that labor and physical capital are independently productive. Given the reality that most products, and increasingly services, are exponentially made by physical capital, the solutions require using financial tool that effectively will democratize capital OWNERSHIP, with the full earning dividend income paid out to each capital owner. The basis for this foundational thinking is at the core of binary economics which recognizes that there are two independent factors of production: people (labor workers who contribute manual, intellectual, creative and entrepreneurial work) and physical capital (land; structures; infrastructure; tools; machines; robotics; computer processing; certain intangibles that have the characteristics of property, such as patents and trade or firm names and the like which are OWNED by people individually or in association with others). Fundamentally, economic value is created through human and non-human contributions. NOTE, real physical productive capital isn't money; it is measured in money (financial capital), but it is really producing power and earning power through OWNERSHIP of the non-human factor of production. Financial capital, such as stocks and bonds, is just an ownership claim on the productive power of real capital. In the law, property is the bundle of rights that determines one's relationship to things.

The role of physical productive capital is to do evermore of the work, which produces wealth and thus income to those who own productive capital assets. Our current economic policies are proposed in the name of JOB CREATION. But the reality is that full employment is not an objective of businesses.

Companies strive to keep labor input and other costs at a minimum in order to maximize profits for the owners. Thus, private sector job creation in numbers that match the pool of people willing and able to work is constantly being eroded by physical productive capital's ever-increasing role. The reason the rich

are getting richer is not due to their labor work but due to their expanding OWNERSHIP of wealth-creating, income-producing capital.

Given the indisputable reality that productive capital is increasingly the source of the world's economic growth capital should become the source of added property OWNERSHIP incomes for all. It is logical and reasonable to postulate that if both labor and capital are independent factors of production, and if capital's proportionate contributions are increasing relative to that of labor, then equality of opportunity and economic justice demands that the right to property (and access to the means of acquiring and possessing property) must in justice be extended to all. Yet, sadly, the American people and its leaders still pretend to believe that labor is becoming more productive and continue to promote job creation while ignoring the issue of OWNERSHIP and how to broaden OWNERSHIP so that EVERY child, woman and man is empowered to become a capital OWNER.

Unfortunately, ever since the 1946 passage of the Full Employment Act, economists and politicians formulating national economic policy have beguiled us into believing that economic power is democratically distributed if we have full employment - thus the political focus on job creation and redistribution of wealth rather than on full production and broader capital OWNERSHIP accumulation. This is manifested in the belief that labor work is the ONLY way to participate in production and earn income. Long ago that was once true because labor provided 95 percent of the input into the production of products and services. But today that is not true. Capital provides not less than 90 to 95 percent of the input. Full employment as the means to distribute income is not achievable. When the "tools" of capital OWNERS replace labor workers (non-capital OWNERS) as the principal suppliers of products and services, labor employment alone becomes inadequate. Thus, we are left with government policies that redistribute income in one form or another.

The capitalism practiced today is what, for a long time, I have termed "Hoggism," propelled by greed and the sheer love of power over others. "Hoggism" institutionalizes greed (creating concentrated capital OWNERSHIP, monopolies, and special privileges). "Hoggism" is about the ability of greedy rich people to manipulate the lives of people who struggle with declining labor worker earnings and job opportunities, and then accumulate the bulk of the money through monopolized productive capital OWNERSHIP. Our scientists, engineers, and executive managers who are not OWNERS themselves, except for those in the highest employed positions, are encouraged to work to destroy employment by making the capital "worker" OWNER more productive. How much employment can be destroyed, by substituting machines for people, is a measure of their success - always focused on producing at the lowest cost. Only the people who already OWN productive capital are the beneficiaries of their work, as they systematically concentrate more and more capital OWNERSHIP in their stationary 1 percent ranks. Yet the 1 percent are not the people who do the overwhelming consuming. The result is the consumer populous is not able to get the money to buy the products and services produced as a result of substituting machines for people. And yet you can't have mass production without mass human consumption. It is the exponential disassociation of production and consumption that is the problem in the United States economy, and the reason that ordinary citizens must gain access to productive capital OWNERSHIP to improve their economic well being.

The solutions, through the reform of the system, will END Hoggism. Louis O. Kelso, the father of binary economics, postulated: "When consumer earning power is systematically acquired in the course of the normal operations of the economy by people who need and want more consumer goods and services, the production of goods and services should rise to unprecedented levels; the quality and craftsmanship of goods and services, freed of the corner-cutting imposed by the chronic shortage of consumer purchasing power, should return to their former high levels; competition should be brisk; and the purchasing power of money should remain stable year after year."

It is imperative that leaders seeking new solutions seize the opportunity presented by the 2016 presidential election to implement effective programs for expanded OWNERSHIP of productive capital,

and address the problem of education on this subject.

At one point in 1976, the discussion led to The Joint Economic Committee of Congress endorsing the two-factor policy to broaden capital OWNERSHIP as an economic goal for America. The 1976 Joint Economic Report stated: "To provide a realistic opportunity for more U.S. citizens to become OWNERS of capital, and to provide an expanded source of equity financing for corporations, it should be made national policy to pursue the goal of broadened capital ownership. Congress also should request from the Administration a quadrennial report on the OWNERSHIP of wealth in this country, which would assist in evaluating how successfully the base of wealth was being broadened over time." Unfortunately the Congress has never paid any attention to this policy, and the goal has subsequently been unacknowledged and unheeded by our plutocratic political leaders.

The stark reality is that we are in a depression reflected in rising under reported unemployment and underemployment and instability that we will never escape from until we change our economic policy. According to the Economic Policy Institute, a family of four needs an income of at least \$60,000 dollars a year to reach an "adequate but modest living standard." But, 50 percent of all Americans make less than half that amount. In essence, they are flat broke. This scenario will worsen as globalization further develops and as technology shifts production from humans to non-humans.

Increasingly, more Americans will not be able to ever purchase a home, due to the packed inflationary wage and welfare base factored into the cost of building homes, which inflate prices, and will be forced to rent their entire life or depend on government living assistance - not able to accumulate equity that can help to sustain them in their retirement years. And this is the new reality now facing people in the middle class. The uncertainty of holding onto a good job is frightening to an increasingly wider base of middle-class working citizens. When you factor in the average non-salaried worker, even with a government-mandated minimum labor wage rate of \$10.00+ per hour in some states or proposals for a \$15.00 per hour minimum wage, the outcome is grim. Never mind that consumer demand continues to dwindle because of insufficient income, solely tied to labor worker wages. The impact of the decline in consumer demand due to declining labor-worker wages is that production will decline or desist without sustainable consumer demand. And where there are signs of consumer demand, it is virtually always because consumers use credit cards and other forms of consumer debt to purchase products and services.

This is all coming about because we have severely mismatched the power to produce with the possession of unsatisfied needs and wants. Those capital "worker" OWNERS who have unsatisfied needs and wants have ready access through conventional finance to get as much or more capital as they want (especially with the near-zero interest funds rates provided by the Federal Reserve). Our tax laws are designed to further benefit the ultra-rich 1 percent by providing enormous write-offs and credits to producers (corporations) who are owned by the few, who already produce more than they can consume.

Note, though, millions of Americans own diluted stock value through the "stock market exchanges," purchased with their earnings as labor workers, their stock holdings are relatively minuscule, as are their dividend payments compared to the top 10 percent of capital owners. Pew Research found that 53 percent of Americans own no stock at all, and out of the 47 percent who do, the richest 5 percent own two-thirds of that stock. And only 10 percent of Americans have pensions, so stock market gains or losses don't affect the incomes of most retirees.

Those who have only their labor power and its precarious value held up by coercive rigging and who desperately need capital OWNERSHIP to enable them to be capital "workers" as well as labor workers to have a way to earn more income, cannot satisfy their unsatisfied needs and wants. With only access to labor wages, the 99 percenters will continue, in desperation, to demand more and more pay for the same or less work, as their input is exponentially replaced by productive capital.

But if we change direction and systematically build earning power into consumers, we have the

opportunity to reverse the depression perpetrated by systematically limiting the 99 percent to labor wages alone and through technology eliminating their jobs, and through labor-destroying globalization. We need solutions to grow the economy in ways that simultaneously create productive jobs and widespread equity sharing. We need to systematically make capital credit to purchase capital accessible to economically underpowered people (the 99 percenters) in which the income from the capital investment is isolated until it pays for itself, and then begins to produce a stream of dividend income to the new capital owners. This can only be accomplished by enabling every person to have access to capital OWNERSHIP and purchase the capital, and pay for it out of what the capital produces. It's time good and well-intentioned people woke up and adopted a JUST Third Way beyond the greed model of monopoly capitalism and the envy model of the traditional welfare state. This will promote peace, prosperity, and freedom through harmonious justice, as well as put us on the path to inclusive prosperity, inclusive opportunity and inclusive economic justice.

If you have read this far then hopefully you will explore in more depth the solutions and agenda for REAL change. The end result is that citizens would become empowered as OWNERS to meet their own consumption needs and government would become more dependent on economically independent citizens, thus reversing current global trends where all citizens will eventually become dependent for their economic well-being on the State and whatever elite controls the coercive powers of government.

If we do not reform the system and create government that justly serves ALL the people, and restrain man's greed, which otherwise cannot be self-controlled, the wealthy who seek to own productive power that they cannot or won't use for consumption will continue to beggar their neighbor - the equivalency of mass murder - the impact of concentrated capital ownership, which will inevitably result in turmoil and upheaval, if not revolution.

[Review: Saving Capitalism For the Many, Not the Few](#)

HUFFINGTON POST - Christian Chiakulas

Over my Christmas I had the pleasure of reading Robert Reich's new book, *Saving Capitalism: For the Many, Not the Few*. Reich, in case you're not a 90's kid and therefore don't remember the 90's, was Secretary of Labor during Bill Clinton's first term. Now he's a public speaker, author of fourteen books, and Chancellor's Professor of Public Policy at the University of California at Berkeley.

Reich begins by bemoaning the state of affairs for working and middle-class families in America, recalling fondly how his father's small business was able to provide for their entire family to live comfortably in the fifties and sixties. Since the 1970's, however, Reich argues that the market has been restructured so that the vast majority of economic benefits are going right to the top earners, leaving wages for most Americans stagnant and upward mobility more and more unsure.

The most interesting part of Reich's argument is his firm rejection of "market-vs.-government" thinking. Anyone who's ever debated their conservative uncle (or maybe their liberal niece-or-nephew) is familiar with this problem: which is more efficient, the government, or the free market?

Reich contends that the free market vs. government debate is a purposeful distraction meant to obscure the reality of who is reaping economic gains. The market is inherently dependent on a system of controls in regards to five "building blocks," which Reich identifies as property, monopolies, contracts, bankruptcy, and enforcement. In essence, since a free market depends on the existence of these five building blocks, and since these building blocks require the existence of a system of external controls to ensure they are maintained, the issue is not about government vs. the free market, but about how the free market is organized by and through government, and who has the most influence over those decisions.

It is an interesting point and surely worth thinking about, but the problem is that when it comes to

specific industries, such as healthcare, education, and prisons, it is very much worth talking about the pros and cons of privatization versus socialism. Reich mostly ignores such questions in favor of a standard but engaging treatise on income and wealth inequality and the way large corporations, special interests, and wealthy individuals have gamed the system in their favor against the best interests of the majority of working and middle-class Americans.

Reich provides plenty of examples and even graphs and numbers to back his claims up, but he seems to be operating under the premise that this is an issue that vast numbers of people on both sides of the political spectrum can and will come together to solve. The reality today just doesn't bear this out; according to Pew research, 60% of Americans still believe anyone can make it if they just work hard, and major Republican presidential candidates still say things like, "We have never been a nation of haves and have-nots. We are a nation of haves and soon-to-haves."

Because of this, the most glaring issue with *Saving Capitalism* seems to be Reich's unwavering optimism. Reich very correctly identifies that the only real long-term solution to the problems we face from globalization and overpopulation is the implementation of a universal basic income, but offers no reason why anyone should believe that the politicians that ostensibly lead us will get their heads out of their asses quickly enough to tackle the problem before the collapse of society or utter annihilation of the planet. He trusts that Americans can come together across political divides to form a new countervailing power network of groups such as unions, political action committees, small businesses, and even new political parties, which will lead to a major restructuring of our economic rules so that benefits are shared more equitably. Unfortunately, there is no word on how or when this is supposed to take place.

Reich also spends a good deal of time explaining how the proliferation of money in politics has gamed the system, but offers nothing but naïve optimism that the problem will be solved. None of the Republicans currently running for president will do a damn thing about this, nor will Hillary Clinton, who is one of the biggest recipients of campaign contributions from these wealthy interests. Since it looks very much like one of them will become the next president, the issue of money in politics looks no closer to being solved than it ever has.

In the interest of impartiality, I won't let my pessimism about these issues affect my opinion of the book. *Saving Capitalism* is a well-written, thought-provoking book by one of America's leading economic thinkers and progressive champions. Despite Reich's sometimes unfounded optimism, I greatly enjoyed the book and highly recommend it to anyone interested in learning about the reality of income inequality and money in politics. Buy it on Amazon [here](#).

9/10

[Opinion: Why 2016 Could See More Indian-Americans Elected To Congress](#)
FORBES - Ronak Desai

The Indian-American community is often hailed as one of the most successful ethnic groups in the United States. According to census data, its members have obtained income and education levels far above the national average. But this socio-economic achievement has not translated into commensurate political clout, as shown, for example, by the community's lack of success in federal elections.

The numbers are revealing. Only three Indian-Americans have ever served in the history of Congress. In 1956, Judge Dilip Singh Saund became the first Asian-American voting member elected to the House of Representatives, where he served three terms. The seat is now held by another trailblazer, Representative Mark Takano, the first openly gay Asian-American member of Congress. Nearly five decades later, Louisiana Republican Bobby Jindal served as a Congressman from 2005 to 2008 before becoming governor of the state.

Elected in 2012, California Democrat Ami Bera is the only Indian-American currently serving in Congress, one member out of more than five hundred. “One member isn’t enough,” Bera asserts. “My hope is that our community will have greater representation in the national legislature soon.”

His hope may soon become a reality.

With a slate of qualified candidates running in upcoming elections, Congress could witness more Indian-Americans joining its ranks next year.

Here is a look at three of the most promising.

Raja Krishnamoorthi – (IL-8)

Attorney and entrepreneur Raja Krishnamoorthi is seeking to represent Illinois’s 8th Congressional district, where he faces a March 15th primary contest before the general election.

The son of Indian immigrants, Krishnamoorthi, 41, brings a long track record of both public and private sector experience to the race. His previous government work includes serving as Illinois’ Deputy Treasurer, and running the state’s technology venture capital fund. In 2006, the State Attorney General appointed him Special Assistant Attorney General in her anti-corruption Public Integrity Unit. He was also a member of the Illinois Housing Development Authority and Vice-Chairman of the Illinois Innovation Council. Prior to that, he worked as issues director for Barack Obama’s 2004 Senate campaign.

In the private sector, Krishnamoorthi currently serves as President of Sivananthan Labs and Episolar, Inc., small businesses that develop and sell products in the national security and renewable energy arenas. He is a co-founder of InSPIRE, a non-profit organization dedicated to training Illinois students and veterans in solar technology.

In Krishnamoorthi’s view, his exhaustive experience in both government and the private sector has afforded him a unique understanding of the challenges facing the U.S. economy and their implications for families and future workers across the state. “In a time of scarce resources, government, non-profits and businesses have to work together to get anything done. As a small businessman and a former public servant, I am the only candidate with the experience to get the public and private sectors talking to each other and building on our collective strengths to help working families,” the candidate explains.

Signs are emerging that Krishnamoorthi’s campaign has gained the momentum necessary to get him past the finish line. Once widely perceived as the underdog in a crowded primary field, he is now touted as the frontrunner.

Krishnamoorthi’s fundraising numbers and endorsements reflect the strength of his campaign. He has amassed nearly \$1 million in contributions so far, dwarfing the fundraising figures of all his primary opponents. He has also won a host of prominent endorsements: former senior Obama aide David Axelrod has endorsed Krishnamoorthi, as have five members of the Illinois’ Congressional delegation. Last week, House Minority Leader Nancy Pelosi added her voice to the chorus of former and current members of Congress endorsing Krishnamoorthi’s candidacy.

The independent, nonpartisan Cook Report has rated the 8th Congressional district as “Solid Democratic.” If Krishnamoorthi can win the primary, chances are high that he will prevail in the general election.

Ro Khanna (CA-17)

In California's 17th Congressional district, technology lawyer Ro Khanna, 39, hopes to unseat incumbent and fellow Democrat Mike Honda. The 17th district is commonly described as the "heart of Silicon Valley" and encompasses some of the world's leading technology companies, including Apple Inc, Intel Corp., Yahoo, and eBay.

It also constitutes one of the most ethnically and economically diverse districts in the nation, home to more than 100,000 Indian-Americans. Khanna believes he is uniquely qualified to represent the region and will triumph in the June 7th primary and November general election.

Like Krishnamoorthi, Khanna is also the son of Indian immigrants and boasts his own impressive government and private sector records. Khanna practiced intellectual property law in San Francisco following his graduation from Yale Law School, and stayed active in local and national politics in a number of different capacities.

In 2009, Khanna was appointed by President Obama to serve as Deputy Assistant Secretary at the U.S. Department of Commerce, where he was entrusted with promoting trade and U.S. exports abroad to help facilitate job creation at home. After leaving the Commerce Department, he authored a book – Entrepreneurial Nation: Why Manufacturing is Still Key to America's Future – on the state of American manufacturing and how to keep it competitive in the global economy.

Khanna credits his commitment to public service to his grandfather, who participated in Mahatma Gandhi's independence movement in India and was imprisoned for his work advancing political and human rights.

He is currently is an economics lecturer at Stanford University and was appointed by Governor Jerry Brown to the California Workforce Development Board for the State of California. Khanna also works as a Vice-President for Strategic Initiatives at Smart Utility Systems, an energy efficiency company with an office in Silicon Valley.

Khanna asserts, "Silicon Valley can help shape thinking about what type of higher education is needed for the jobs of the future. Silicon Valley can help our government understand policies that will allow America to be the most competitive. Silicon Valley can help us understand what investments are needed in basic science and research. Silicon Valley can help deal with income inequality by making sure that every child has the basic education to contribute."

His campaign message appears to be resonating with voters and supporters across the country, as evidenced by his fundraising advantage in the race and the hundreds of endorsements he has earned from local and statewide officials, unions and other organizations.

This is Khanna's second campaign against Honda. Last year, he came within striking distance of winning the seat, just narrowly losing to the eight-term incumbent. As the race unfolds, signs are looking increasingly positive that Khanna will become the second Indian-American to represent Northern California in Congress.

Kumar Barve (MD-8)

Longtime Democratic state legislator Kumar Barve is running in the 8th Congressional district in Maryland for the seat being vacated by Representative Chris Van Hollen (D-MD).

Barve was the first Indian-American elected to serve in a state legislature in United States history. He has represented Montgomery County in the Maryland House of Delegates since 1990. He has been in legislative leadership for much of his career, serving as House Majority Leader from 2003-2014 and now

as Chairman of the House Environment and Transportation Committee. His committee has oversight of the environment, land use, state ethics and transportation policy.

As Majority Leader, Barve was the floor leader for the Democratic Party and a senior member of the fiscal leadership in the House. He helped guide policies that resulted in balanced budgets and the maintenance of the state's Triple-A bond rating.

Barve is the grandson of Indian immigrants who came to the United States more than a century ago. As Barve recounts in a campaign video he recently released, *In His Shoes*, his grandfather was a successful scientist with General Electric. Years later in 1923, the U.S. government revoked his citizenship because he was not white. Barve's grandfather went all the way to the United States Supreme Court to regain it. His grandfather's belief that "good always prevails in America" inspired Barve to dedicate his life to public service.

Although Barve faces a crowded primary field, he is confident he has a clear pathway to winning the seat. "Our campaign strategy is fully on-track to victory. I am running in a seven-candidate race where none of the candidates have run district-wide. Victory could mean assembling a vote percentage as low as 35% to 38%. Most of my opponents are from the eastern reaches of the district, I am by myself in the northern and western parts of the congressional district. The math and geography of electoral victory are clear. I intend to bring all of these advantages to bear in the April 26th primary."

The breadth and depth of those backing Barve also signals the strength of his campaign. "I have the full support of the American Medical Association, and the majority of environmental activists. I have the support of the national Asian-American community in the voice of CAPAC. Additionally I have just been recognized by the US Internet Alliance for my leadership on technology and economic development nationally."

To many, Barve's longstanding experience in the state legislature makes his move to Capitol Hill a natural one.

"Indian-Americans Are Finally Coming of Age"

The emergence of a field of qualified, competitive Indian-American candidates is a relatively recent phenomenon, but reflects the growing political strength of the community.

M.R. Rangaswami, an influential Silicon Valley investor who founded the Sand Hill Group and Indiaspora, a non-profit that brings together leaders within the Indian-American community remarks, "Indian Americans are finally coming of age. If we are 1% of the population we should have at least 4 representatives in Congress. We have a good shot of making this a reality with Raja Krishnamoorthi, Ro Khanna and Kumar Barve joining Ami Bera on Capitol Hill."

The Indian-American community has rallied around these candidates. Community members across the country are heartened to see all three Congressional hopefuls embrace their Indian-American identities in the campaign, unlike candidates in the past who have sought to distance themselves from their cultural heritage.

Koustubh "K.J." Bagchi, Director of Asian-American and Pacific Islander Engagement at the Democratic National Committee notes, "What's changing is that we are like every other American community, enriched by our immigrant heritage, but immersed in moving our country forward for all of our families, and strongly confident in the power of the American Dream."

At the same time, however, Krishnamoorthi, Khanna and Barve have all demonstrated their broad appeal beyond the Indian-American community. Barve's service in the state legislature for more than a quarter

century is a testament to his widespread popularity in his district and beyond. Khanna lost his last race for the 17th district last year by fewer than 4% points, while Krishnamoorthi lost a race for state comptroller by less than 1%. These narrow margins illustrate the mainstream appeal of both candidates.

“This is a banner year for Indian-Americans running for Congress,” Representative Bera tells Forbes. “Krishnamoorthi has the momentum, Barve has the qualifications and Khanna’s rematch will be a close one.” He adds, “the most important thing is for Indian-Americans to cast their ballots, regardless of who they are voting for. In some of these primaries, the margin of victory will be likely be just a few hundred votes, making all the difference. If we want our community’s voice to be heard, and we want greater representation, we have to show up.”

[Opinion: Is Your Politically Extreme Uncle Independent-Minded Or Mindless? Behavioral Economics Offers Answer](#)

FORBES - Peter Ubel

We Americans live in a polarized world, with Republicans and Democrats seemingly further apart on the issues of the day than they have ever been. For example, in 2011 a stage full of Republican presidential hopefuls was asked whether they would support a bill raising taxes by \$1 for every \$10 reduction in federal spending. No one raised their hand. I expect we would see similar hesitancy from the Bernie Sanders wing of the Democratic Party, if candidates were asked whether they would support a bill that raises taxes \$10 for every \$1 cut in federal spending (unless of course those cuts were from the military budget).

American politics appears to be populated by extremists.

And yet most of us Americans are politically moderate. We head home for the holidays and hear our crazy uncle ranting about the evil of the government/the banks, listen to him decry government entitlements/income inequality, sit bewildered while he spins conspiracy theories about Obama’s birthplace/Koch brother contributions, and we ask ourselves: What is wrong with him?!?

New research utilizing a famous behavioral economic finding poses a fascinating answer.

The research explores two potential explanations for what characterizes political extremists. It tests whether extremists are mindless, a phenomenon social scientists call the unthinking-extremist perspective. (Think: Steven Colbert’s character from the Comedy Central days.) By this view, extremists don’t think about issues, they just feel their way to their political opinions. Supporting this view is research demonstrating that political candidates with extreme views use less complex language than other candidates, and show less tolerance for ambiguity—their world has to be as simple as black and white or they are out of their element.

The research explores another possibility, too—that extremists are more thoughtful and independent-minded than those with less extreme views. This confident-extremist perspective is supported by research supporting that political extremists spend more time consuming information about politics than others, and consequently score higher on measures of political knowledge.

To tease apart these two possibilities, the researchers turned to a famous finding from behavioral economics, what Daniel Kahneman calls the anchoring heuristic. To illustrate this behavioral phenomenon, try to answer the following question (without googling the answer):

Question: More than 1,000 babies are born per day in the U.S. What’s your best guess of the number born in the world each day?

[The Computer Revolution and the Fates of U.S. Cities](#)

CITY LAB - Eric Jaffe

The rise of computer technology led to all sorts of winners and losers in the modern labor force. Some jobs (bank tellers, telephone operators, typists and the like) became easier to replace with machines; others (programmers, engineers, data analysts, etc.) became more valuable with their arrival. But it wasn't just the fortunes of people that changed with these times—those of entire cities shifted, too, according to a new study of urban labor in the personal computer era.

The key to success, it seems, came down to whether or not residents of a given metro area possessed “abstract” skills capable of complementing computer technology, such as problem-solving, analytical reasoning, and complex communication. Metros with an abstract knowledge-base prospered, report University of Oxford researchers Thor Berger and Carl Benedikt Frey in *Regional Science and Urban Economics*. Those with more “routine” workforces didn't.

“Although the computer revolution arrived everywhere, it had very different effects based on what types of work cities specialized in,” says Berger via email. “In cities with an abundance of abstract skills, the computer led to the creation of a wide variety of new work, whereas in cities specializing in routine manufacturing work it led to the displacement of middle-skill workers.”

The growth of abstract skills

Berger and Frey reached their conclusion after analyzing U.S. census labor and residential data from 1970 to 2000, alongside trends in new types of jobs and specific job tasks. They characterized these tasks as manual, routine, or abstract labor, then calculated the share of workers in a given city employed in jobs requiring these various skills. All told they included 321 U.S. cities in their study sample.

Crunching those numbers led, first, to a broad insight on changes in the U.S. labor force during this time. The researchers found a “previously undocumented shift” in the skills required for new jobs after 1980, concurrent with enormous improvements in the personal computer. During those decades, computer-related jobs became more popular, computer-related industries experienced the most job growth, and jobs that did grow fast were associated with abstract skills.

While there was “virtually no relationship” between abstract skills and new jobs before this time, a “strikingly strong relationship” emerged post-1980, the researchers report. The above table shows the occupations with the highest shares of new job titles during the 1970-2000 period. In the pre-computer years, plenty of industries based on “routine” skills make the list, including welfare aides and construction laborers.

Computer-heavy jobs that required more abstract professional skills break through in the 1980s. By the 1990s, every occupation on the list has some connection with computers. In some cases the relationship is direct (being a database administrator all but requires a computer); in others it's more tangential (radiation therapists existed before widespread MRI technology, but that occupation burst with new jobs between 1990 and 2000).

“There is a sharp shift in new job creation around 1980—a shift that is intimately associated with the advent of the computer,” says Berger.

The success of abstract cities

The study's second (and more novel) insight is how this shift in labor skills altered job patterns in U.S. cities. Here Berger and Frey find that, before 1980, there's no real relationship between new job types in

a city and the share of that city's abstract workers. If anything, as the chart below shows, there's a slightly negative link between these factors from 1970 to 1980—meaning cities with more abstract workers had slower job creation over that time.

That trend changed with the computer revolution. From 1980 on, cities filled with abstract-skilled residents capable of tackling computer-related tasks experienced steep job creation. Simply put, says Berger, the analysis found “that computer adoption was much higher in cities with an abundance of workers with abstract skills, and that in these very same cities, the more extensive adoption of computers then contributed to the creation of new work.”

The findings held up even after the researchers considered additional factors or explanations for these connections, such as city size, college-educated workers, and manufacturing declines. They also support many popular perceptions of today—the urban success of tech hubs like San Francisco, for instance, and the declines of historically industrial metros like Buffalo and Detroit.

Berger says a concentration of abstract-skilled workers generally mattered more than a concentration of abstract-based professions for a city's success in the computer era. If that's the case, then struggling cities might catch up by investing in their labor force—training routine workers on abstract skills, or luring the knowledge class with urban amenities. Closing the skills gap, he says, should ultimately help reduce the income inequality plaguing metropolitan America.

“Much of this divergence stems from how successful cities have been in transitioning into modern, knowledge-intensive industries,” he says. “The spread of computers contributed to growing wages at the top of the income distribution at the same time as computer-controlled equipment led to the automation of a wide range of work previously held by the middle class.”

[Bernie Sanders visits Reno, speaks on income inequality](#)

FOX RENO - Staff

Democratic presidential candidate Bernie Sanders spent the day in Reno on Sunday and hosted a round table with local union leaders, and then speaking at a public town meeting at the Reno Ballroom.

One of Sanders' main talking points revolved around income inequality, saying:

"Regardless of people's political point of view, nobody thinks it makes sense that the average American worker is working longer hours for lower wages. That his kid can't go to college because they cannot afford it, and yet almost all of the new income and wealth that has been generated is going to the top one percent. And we have massive levels of income inequality in America."

Sanders has defended liberal policies on social issues such as abortion and gay rights, as well as policy issues including war and the national response to terrorism.

Fox 11 spoke to Sanders before the town meeting about income inequality, as well as his thoughts on companies such as Tesla that build high-end electric cars and how that fits into his image of reducing dependency on fossil fuels.

[Sanders Says His Message Could Appeal To Trump Supporters](#)

TALKING POINTS MEMO - Caitlin Macneal

Sen. Bernie Sanders (I-VT) said on Sunday that he believes he could appeal to working-class Donald Trump supporters who are angry about the country's economy.

During an interview on CBS' "Face the Nation," host John Dickerson asked Sanders to explain his belief that he could win over Trump backers.

"Many of Trump's supporters are working-class people and they're angry, and they're angry because they're working longer hours for lower wages, they're angry because their jobs have left this country and gone to China or other low-wage countries, they're angry because they can't afford to send their kids to college, so they can't retire with dignity," Sanders said.

Sanders said that Trump has harnessed voters' angers and channeled that into hatred of Mexicans and Muslims.

"What Trump has done with some success is taken that anger, taken those fears which are legitimate and converted them into anger against Mexicans, anger against Muslims, and in my view that is not the way we're going to address the major problems facing our country," the senator said.

He explained that he believes his message about income inequality could also tap into voters' anger.

"I think for his working class and middle class supporters, I think we can make the case that if we really want to address the issues that people are concerned about," Sanders said. "We need policies that bring us together that take on the greed of Wall Street, the greed of corporate America, and create a middle class that works for all of us rather than an economy that works just for a few."

[Bernie Sanders Just Forced Donald Trump to Make a Major Clarification](#)

MIC - Luke Brinker

Are American workers' wages too high or too low?

For Republican presidential frontrunner Donald Trump, the answer varies.

The real estate tycoon sparked controversy last month when he suggested in a GOP presidential debate that wages were "too high" for the United States to be competitive globally. Pressed to clarify, Trump told MSNBC, "We have to become competitive with the world. Our taxes are too high, our wages are too high, everything is too high."

Those remarks provided fodder for Trump's progressive critics, not least presidential hopeful Sen. Bernie Sanders (I-Vt.), who has made alleviating income inequality the centerpiece of his campaign for the Democratic nomination.

Trump feels the Bern: Breaking with traditional political paradigms, the democratic socialist figures he can win over some of the brash billionaire's supporters by appealing to the same anti-establishment sentiment and economic anxieties that Trump has tapped into, minus the immigrant-bashing and Muslim-banning.

Appearing on CBS News' Face the Nation Sunday, Sanders made the case for why Trump's downscale supporters should back him instead.

"[T]his is a guy who does not want to raise the minimum wage. In fact, he has said that he thinks wages in America are too high. But he does want to give hundreds of billions of dollars in tax breaks to the top three-tenths of 1%," Sanders said.

He continued: "So, I think for his working-class and middle-class supporter, I think we can make the

case that if we really want to address the issues that people are concerned about — why the middle class is disappearing, massive income and wealth inequality in this country — that we need policies that bring us together, that take on the greed of Wall Street, the greed of corporate America, and create a middle class that works for all of us, rather than an economy that works just for a few."

That line of attack didn't sit well with Trump, who denied his past statements and called Sanders a liar on Twitter:

Donald J. Trump @realDonaldTrump

.@BernieSanders-who blew his campaign when he gave Hillary a pass on her e-mail crime, said that I feel wages in America are too high. Lie!

In a statement Sunday, Sanders said that Trump's outburst was evidence the Republican was "getting nervous that working families are catching on that his policies represent the interests of the billionaire class against almost everyone else."

"That's not an agenda that 'makes America great,'" he continued. "It's just another Republican billionaire wanting to make the very rich richer at the expense of working families."

By Monday morning, Trump walked back his previous statements that wages were too high, albeit without conceding he'd ever argued as much. In fact, Trump tweeted, wages "are too low":

Donald J. Trump @realDonaldTrump

Wages in are country are too low, good jobs are too few, and people have lost faith in our leaders.We need smart and strong leadership now!

Baited? Though Trump has yet to call for government measures to boost wages — in fact, he's said he wants to keep the \$7.25-an-hour minimum wage "pretty much where it is now" — his changing tune underscores the tension between Trump's white working class base and his bid to helm a party whose leadership opposes efforts to increase the federal minimum wage.

A Public Religion Research Institute survey released last month found that 55% of Trump's supporters are white working class voters — defined by PRRI as non-salaried, non-Hispanic white workers with only a high school education or less. By contrast, only 35% of GOP voters backing other candidates were members of the white working class.

Sanders' effort to woo Trump's working class supporters might be a long shot; 80% of Trump backers told PRRI that immigrants burden the country, and 73% are bothered when they meet non-English speakers, highlighting the role that cultural anxieties play in the Trump phenomenon. But voters in red states like Arkansas, Nebraska, South Dakota and Alaska have also recently approved minimum wage increases, showing that many Republican-leaning voters hunger for higher wages.

Perhaps Sanders can't break the Trump coalition — but he's already showing its contradictions.

[If You're Making \\$250,000 a Year, Are You Middle Class?](#)

MIC - Zeeshan Aleem

Bernie Sanders' "political revolution" has repeatedly tested the limits of how left-leaning a presidential candidate can sound and still maintain a decent standing in the polls. The firebrand senator from Vermont has been able to press for single-payer healthcare, free college and designating climate change as the nation's foremost security threat while climbing to a position within striking distance of Democratic frontrunner Hillary Clinton.

But if you look carefully, it's clear that he's still captive to at least one rather striking Democratic party orthodoxy. When pressed by George Stephanopolous on ABC's This Week earlier this month about taxes on the middle class, Sanders said that, with the exception of a minor payroll tax designed to fund paid family leave, he would not raise any taxes on the middle class. But what was more revealing was how he described his plan to raise Social Security benefits — by "lifting the cap on taxable income ... [on] people making \$250,000 a year or more."

Why does that matter? Because it implies Sanders thinks that people making up to \$250,000 people count as middle class.

This is an entirely unremarkable tax policy position in Democratic policy circles, one that has reigned as a prevailing upper threshold for the middle class since the Clinton years. But it is fascinating to see it quietly endorsed in the policy documents of a self-described democratic socialist who has agitated for years for the robust government provision of social services that would, if actually fulfilled, require more than just the "billionaire class" to hand more cash over to the Internal Revenue Service.

Sanders' reluctance to buck status quo on the idea that a household making \$249,000 a year is an average household is in many ways a testament to America's peculiar political culture surrounding the idea of class. Even in this time of extreme stratification, close to 90% of Americans identify as middle class. Every national politician in the country is aware of this, and it explains a great deal of why you'll be hard-pressed to find one whose class politics stray from the stance that the ascendance of the middle class should be Washington's greatest priority.

But this veneer of one giant, middle-class nation — which is essentially just another way of saying that the country is classless — has serious costs for progressive reformers. If you can't acknowledge that people who are affluent without being obscenely rich should be contributing to society differently than those who exist on the lower rungs of middle-class comfort, then there are serious limits on how seriously you can be taken when calling for policies like single-payer healthcare that require huge sums of money that can't plausibly only be extracted from the 1%.

It's worth stepping back for a minute and identifying exactly where households earning \$250,000 a year fit into the socioeconomic landscape. In an op-ed for the New York Times, economics writer Bryce Covert notes that Americans making \$206,568 or more constitute the top 5% of earners across the country. \$250,000 is also about five times the median household income in the U.S. Not only are median earners and people in the top 5% far apart, but the gulf between them has been growing — Covert reports: "Between 1967 and 2014, median household income went up by \$9,400 while those 5 percenters are now making \$88,800 more, all adjusted for inflation."

Someone in the lower range of the 5% isn't as unfathomably comfortable as a member of the iconic 1%. But at the same time, it shouldn't be controversial to say that making close to a quarter-million each year — to say nothing of the corresponding bigger assets like homeownership and savings — should be placed in a different category than a household making around \$60,000. Someone making a low six-figure salary may not have it all, but they certainly have more of it than most. And with greater privilege comes greater responsibility — something that could be expressed through a more nuanced tax code.

The \$250,000 threshold doesn't have any particular foundation in economics or class structure — if it did, it wouldn't have remained static for decades. President Bill Clinton's decision to raise the bar for highest earners from about \$90,000 to \$250,000 (while also increasing the tax burden on highest earners) is a reflection of Democratic politicking in the '90s — a time when a Reagan-ite propensity for lower taxes for the wealthy was still dominant in both parties.

But now that it's the norm, it's created expectations that are hard to take away. One element that's likely

playing a role in the reluctance of policymakers to lower the tax threshold is that it hits too close to home. The low six-figure salary range is exactly the kind of income that's common among influentials and power-brokers in the D.C. metropolitan area. It's not only that a lot of people in Washington have self-interest in maintaining a high threshold for the middle class — it's also probably the case that making something like \$200,000 a year genuinely doesn't strike them as particularly lavish. The high cost of living in the area and the relative opulence of other cities of great stature like New York and Los Angeles mask the extreme material comfort of the D.C. metropolitan area relative to the rest of the nation.

As I've written about before, it's not just rich people in D.C. who have convinced themselves that they're truly middle class. The extremely high costs of health care and higher education in the U.S. leave almost anybody but the richest of the rich feeling vulnerable to financial hardship, even if such hardship is never experienced. And as Massachusetts Sen. Elizabeth Warren wrote about back when she was still a law professor, many fairly well-off middle class families fall into bankruptcy after straining their finances through a desperate bid to make sure their children have access to the best schools.

In other words, structural problems that make the cost of vital services in American society exorbitant — costs that are relatively manageable in other affluent democracies — means that even someone in or around the top 5% experiences some degree of fragility. In many of the expensive major metropolitan areas that play an outsize role in the economy, \$250,000 is no guarantor of insane luxury.

This is all to say that while treating a household making \$249,000 as a standard middle class family is a fiscal mistake — they should be taxed more than someone making much less — it's not impossible to see where the resistance is coming from.

You know a society is in deep need of changes if even some of its most well-off members feel so vulnerable. Someone like Sanders is the person to make that case for those changes — he might as well as tackle the problem head on.

[Opinion: Bad Arguments That Just Won't Die](#)

TRUTHOUT - Paul Krugman

In policy discourse, zombies and cockroaches are slightly different kinds of ideas.

Zombie ideas are claims that should have been killed by evidence, but just keep shambling along. An example: the notion that vast numbers of Canadians, frustrated by socialized medicine, come to America in search of treatment. (I first encountered the zombie terminology in a paper about that claim and other myths.) Cockroaches, on the other hand, are claims that disappear for a while when proved ludicrously wrong, but keep on coming back.

I consider the notion that the Affordable Care Act hasn't really reduced the number of uninsured Americans as being a cockroach - it seemed to have subsided for a while after the big enrollment numbers in 2014 and the sharp drop in the rate of uninsured Americans. And really, how could you continue to believe such a thing when data from the National Center for Health Statistics shows that the uninsured rate is dropping, a fact corroborated by independent sources like Gallup?

But the claim is back, as Charles Gaba noted on his blog. Mr. Gaba, the founder of [ACASignups.net](#), says that a recent column in Forbes by Avik Roy is embarrassing, which I guess it is - though how much more embarrassed can the guy who did the totally spurious work on "rate shock" get? I'd say, rather, that his latests column is impressive in the way that it uses multiple layers of misrepresentation to obscure what you might have thought was too obvious to deny.

Mr. Roy's piece is another example of the proposition that in modern political discourse, particularly on the right, no bad argument is ever abandoned. It's like income inequality, where the current position of the usual suspects isn't that it hasn't gone up, it's that inequality has gone up, but it's a good thing, and we can't do anything about it, and anyway it's all the fault of liberals.

The Banality of Trumpism

Brian Beutler at The New Republic recently wrote a good piece about the liberal reaction to Trumpism - which is that the phenomenon "was neither unexpected nor the source of any new or profound lesson."

But I think Mr. Beutler casts his analysis a bit too narrowly. The basic liberal diagnosis of modern conservatism has long been that it is a plutocratic movement that wins elections by appealing to the racism and general anger-at-the-other of whites. So there's nothing too surprising about an election in which the establishment candidates continue to serve plutocracy, while the base turns to candidates who drop the euphemisms while going straight to the racism and xenophobia.

Mr. Beutler writes that "the only people who claim to be befuddled by the Trump phenomenon are officials on knife-edge in the party he leads."

But surely the people most taken by surprise, and least able to handle the phenomenon, are the self-proclaimed centrists, the both-sides-do-it crowd, who denounced the plutocrats-and-racists diagnosis as "shrill," insisting that we are having a real debate with just a few fringe characters on either side. Some of those people are still trying to portray the Republican and Democratic parties as symmetric: Senator Bernie Sanders calling for single-payer health insurance is just like Donald Trump calling for mass deportations and a ban on Muslims.

That was always a silly position. And as Mr. Beutler writes, those of us who were clearheaded about conservative politics are almost bored by the repeated revelations of what we already knew.

[Box Office Has Record Year as Few Share the Wealth](#)

VARIETY - Brent Lang

At the multiplexes this year, it was a clear case of the haves and have nots.

Thanks to monster hits such as "Furious 7," "Jurassic World," "Avengers: Age of Ultron" and "Star Wars: The Force Awakens" — all four of which will end up among the top seven highest-grossing films — ticket sales soared to record levels. For the first time in history, the domestic box office will hit \$11 billion, but that hefty number was achieved on the back of a small collection of pictures.

Through Christmas weekend, the top ten films in 2015 accounted for nearly 35% of overall ticket sales. Last year that number was less than 25%.

"A significant portion of the overall gross was coming from far fewer films," notes Chris Aronson, Fox's domestic distribution chief. "Yes, it was an up year, but that was driven by fewer films than normal."

And while there was a great preponderance of global-spanning blockbusters than ever before, with five movies likely to exceed \$1 billion in revenue for the first time, the wealth was more concentrated. Here's a sign of how the riches weren't divided as equitably. In 2013 and 2014, thirteen films made more than \$200 million domestically, while in 2012, eleven pictures exceeded that threshold. This year, only nine films have eclipsed that figure.

For studios that do manage to tap into the zeitgeist, the rewards are plentiful. That latest "Star Wars" has

a good chance of blowing past “Avatar” to become the highest-grossing film. The mammoth hauls for “Jurassic World” and “Furious 7” demonstrate that even after a decade, these franchises are only increasing in popularity. And films like “The Martian” and “Inside Out” rode a wave of critical raves to commercial riches both here and abroad. They manage to enjoy what in television is referred to as “water-cooler status” — a cultural primacy that has people rushing out to multiplexes to see them so they won’t be left out of the conversation.

“The heavy lifting is being done by fewer films, but the ones that work, man do they work,” said Greg Foster, CEO of Imax Entertainment.

It’s not just that a few films were responsible for a greater percentage of the gross that’s signaling the movie business, like the American economy at large, is entering a period of income inequality. Only two studios, Universal and Disney, were responsible for the top six grossing films — the first time that has happened since at least 1980.

The one-percenters’ slice of the overall pie was far greater too. Universal, which fielded “Jurassic World,” “Furious 7,” and “Minions,” commanded 22% of the market share and earned a massive \$6.8 billion globally. In the past fifteen years, no studio has gobbled up more 20% of the market and exceeded \$6 billion in receipts.

For its part, Disney, armed with popular brands such as Marvel, Pixar, and Lucasfilm, exceed \$5 billion globally for the first time, and currently is seen as a studio superpower without equal.

“The rich got richer and the poor got poorer,” said Jeff Bock, a box office analyst with Exhibitor Relations. “This isn’t just something we’re going to see more of in the future. This is the future. Disney is now a super studio. The other studios can’t touch them right now.”

The discrepancy in wealth accumulation is squeezing out mid-range hits, Bock and others argue. There is still a week left in 2015, but it appears as though the number of films that gross \$100 million or more will likely be at its lowest levels in five years. A sign that studios are hitting for power rather than average, mashing more home runs and scoring fewer doubles and triples.

The new model also allows films to land with a louder thud than previously suffered. The year had three of the 10 best openings in history with “Jurassic World” and “Avengers: Age of Ultron,” but also suffered six of the worst wide-release debuts ever with “We Are Your Friends,” “Jem and the Holograms,” “Burnt,” “The Walk,” “Victor Frankenstein” and “Rock the Kasbah.” Many of these pictures had big stars and high-profile directors and it didn’t make a difference with audiences.

“There is no floor any more,” said Aronson. “We used to be able to open something like ‘Victor Frankenstein’ to \$8 million and we could do \$20 million and lick our wounds. But we’re going to do \$6 million on that movie, and that’s with Daniel Radcliffe and James McAvoy.”

[6 \(largely sad\) numbers that describe Israel's economy](#)

TIMES OF ISRAEL - Ben Sales

It has the highest poverty rate among affluent democracies, the fourth-worst income inequality and the seventh-lowest government spending on social services.

Those are among the dismal conclusions of the State of the Nation report, an annual set of papers on Israel’s economy and society released last week by the Taub Center for Social Policy Studies, a socioeconomic think tank. There is some good news sprinkled in, but the prognosis is mostly grim.

Here are six figures that portray the (largely) sad state of the Israeli economy.

More than one in five Israelis lives below the poverty line.

In 2015, 22 percent of Israelis lived below the poverty line, including one in three Israeli children. In 2011, the figure was slightly better, at 21 percent, but it was still the highest rate in the Organization for Economic Cooperation and Development, or OECD, a group of the world's richest countries that is the comparison standard used by the Taub center.

More than three-quarters of haredi Orthodox Jewish men and Arab-Israeli women don't work.

As of 2011, only 20.9 percent of haredi Orthodox men and 22.6 percent of Arab women work. That, along with high birthrates, is why Arabs and haredim are the two poorest communities in Israel.

Arab women often don't work because of cultural pressures to stay at home and lack of access to jobs, according to Taub's research. Many haredi men choose to study Torah and live off government subsidies rather than work.

"The haredi parties want a lot of transfers for their parties, a lot of money for their people," Avi Weiss, Taub's executive director, told JTA. "When you give them that money, they sit at home."

Only three countries in the OECD are more unequal on income than Israel.

Israel fared better than only Turkey, Chile and the United States in after-tax income inequality in 2011, the latest year for which much of Taub's data is drawn. Israel ranks somewhat better in comparisons of gross income.

Taub attributes this to a steep income tax cut in 2007 that was meant to incentivize employment. Instead it lowered tax revenue and, with Israel spending so much on defense, left scant resources for social services.

"Israel is not closing the gap as much as other countries are," Weiss said. "We are paying a relatively low rate of taxes compared to European countries. If what is important to the politicians is decreasing inequality, one way to go about doing that is to get more from taxes."

Israel has had an above-average cost of living for 24 of the past 25 years.

When Israelis took to the streets to protest the cost of living in 2011, the data backed them up.

Israelis spend more on consumer goods in comparison to the residents of other OECD countries. Food prices are particularly inflated, Taub found, because there's too little competition between food producers and a low import rate. In industries where there are a lot of imports and healthy competition, such as furniture, prices have remained relatively low.

Israel's high-tech sector has become 66 percent more productive since '75.

Weiss calls Israel "a tale of two economies."

While its service and low-skill workers have below-average productivity, Israel's flagship sectors, like its high-tech ecosystem, are punching above their weight. Productivity in the service sector has barely increased since 1975, while productivity in the high-tech industry has shot up 66 percent. But high-tech and other productive sectors only make up one-third of Israel's economy.

Nearly 60 percent of Israeli jobs could be lost to computerization.

Like inequality and poverty, computerization is a challenge not unique to Israel. Like the United States, Israel could see most of its jobs become automated in the next 20 years. Workers from cashiers to telemarketers face a high risk of computerization, while bus drivers could also lose their jobs if self-driving cars hit the road. Doctors, social workers and creative professionals, however, would probably be safe.

Israel should rise to the challenge, Weiss says, by training haredim and others entering the labor market to work in high-skilled jobs that are likely to drive Israel's economy for decades.

"You can't train them in something where, 10 years down the line, they're not going to have a job anymore," Weiss said. "That's not going to last."

###

From: [Gunaratna, Mahen](#)
To: [Walzak, Phil](#); [Hagelgans, Andrea](#); [Hinton, Karen](#); [Wolfe, Emma](#); [Snyder, Thomas](#); ["John Del Cecato"](#)
Subject: FW: MSNBC: Video: Inside de Blasio"s plummeting poll numbers
Date: Tuesday, December 29, 2015 7:14:04 PM

From: Clips
Sent: Tuesday, December 29, 2015 6:13 PM
Subject: MSNBC: Video: Inside de Blasio's plummeting poll numbers

Video: Inside de Blasio's plummeting poll numbers

MSNBC - Morning Joe

<http://www.msnbc.com/morning-joe/watch/inside-de-blasios-plummeting-poll-numbers-592853571974>

New York City Mayor Bill de Blasio is reaching the midpoint of first term with low poll numbers. New York Magazine's Andrew Rice joins Morning Joe to discuss why the public is seemingly disappointed in him.

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [John Del Cecato \(ifdc@akpdmmedia.com\)](#)
Subject: MINI SCHEDULE - Wednesday, December 30, 2015
Date: Tuesday, December 29, 2015 7:59:14 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, December 30, 2015

WEATHER: Hi of 54 Low of 47, Mostly Cloudy
ATTIRE: Business
Notes: [REDACTED]

6:45 - 7:15 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:45 - 8:45 AM [REDACTED]
[REDACTED] [REDACTED]

9:15 - 10:00 AM TRAVEL FROM [REDACTED] TO ST. PATRICK'S CATHEDRAL
Travel Time: 45 Mins.
Car: [REDACTED]

10:00 - 12:00 PM ATTEND AND GIVE REMARKS AT THE FUNERAL FOR NYPD DETECTIVE
JOSEPH LEMM
Location: St. Patrick's Cathedral, 5th Ave between 50th & 51st Streets

Staff Contact: Marco Carrion
Telephone: [REDACTED]
Press Contact: Jerika Richardson
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

12:00 - 12:15 PM TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 15 mins.
Car: [REDACTED]

12:30 - 1:00 PM NEWS WITH PETER

1:00 - 2:30 PM LUNCH WITH KEVIN O'BRIAN AND FLONYC
Location: Gracie Mansion

2:30 - 3:00 PM	TRAVEL FROM GRACIE MANSION TO CITY HALL Travel Time: 30 Mins. Car: [REDACTED]
3:00 - 4:00 PM	[REDACTED] Location: [REDACTED]
4:00 - 4:30 PM	[REDACTED] Location: [REDACTED]
4:30 - 5:30 PM	[REDACTED] MEETING Location: City Hall, The Governors Room
5:30 - 6:00 PM	TRAVEL FROM CITI HALL TO TBD
5:30 - 6:00 PM	CONFERENCE CALL REGARDING [REDACTED] Dial-In#: [REDACTED] Code: [REDACTED]
6:00 - 7:30 PM	DINNER WITH U.S. SENATOR SCHUMER Location: TBD
7:30 - 8:00 PM	TRAVEL FROM TBD TO GRACIE MANSION

CITY HALL STEPS PRESS CONFERENCES
No scheduled Press Conferences

FLONYC SCHEDULE

10:00 - 12:00 PM	ATTEND FUNERAL FOR NYPD DETECTIVE JOSEPH G. LEMM WITH MBDB
12:30 - 1:00 PM	[REDACTED]
1:00 - 2:30 PM	LUNCH WITH KEVIN O'BRIEN & MBDB

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

[REDACTED]

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

[REDACTED]

Sent from my iPhone

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

[REDACTED]

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

[REDACTED]

From: Clips <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

[REDACTED]

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

[REDACTED]

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

[REDACTED]

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

[REDACTED]

Sent from my iPhone

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

[REDACTED]

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

[REDACTED]

From: Clips <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>

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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@akpdmmedia.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> 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: [McGinn, Isaac](#)
Bcc: [B; FLONYC; Viguers, Jonathan; Almonte, Catherine; geri@progressiveagenda.us; Rebecca Katz \(hilltoppublicsolutions.com\); Hayley@progressiveagenda.us; jfdc@akpdmedia.com; Klein, Monica; Walzak, Phil; Hagelgans, Andrea; Hinton, Karen; Adams Baker, Marti; Kadushin, Peter; Blumm, Kate; @Research Office](#)
Subject: Income Inequality in the News – Saturday, January 2, 2016
Date: Saturday, January 02, 2016 1:35:57 AM

Income Inequality in the News – Saturday, January 2, 2016

Headlines:

[Over 50, Female and Jobless Even as Others Return to Work](#)

NY TIMES - Patricia Cohen

[How Is the Economy Doing? It May Depend on Your Party, and \\$1](#)

NY TIMES - Neil Irwin

[Chuck Schumer Seems to Relish Role as Republicans' Chief Villain](#)

NY TIMES - Alexander Burns

[Decrease in Homeless Veterans in New York Far Outpaces National Drop](#)

NY TIMES - Nikita Stewart

[For the Wealthiest, a Private Tax System That Saves Them Billions](#)

NY TIMES - Noam Scheiber, Patricia Cohen

[Tax Rate for Top 400 U.S. Taxpayers Climbed in 2013](#)

WSJ - Josh Zumbrun

[Hillary Clinton Campaign Says It Raised \\$37M in Fourth Quarter](#)

ASSOCIATED PRESS - Staff

[Income Inequality Topic of 2016 Debate At Great America Think-Off](#)

ASSOCIATED PRESS - Staff

[Hillary by the numbers](#)

POLITICO - Annie Karni

[Will Inequality Ever Stop Growing?](#)

THE ATLANTIC - Rebecca Rosen, Adrienne Green, Li Zhou, Alana Semuels, Joe Pinsker

[Can Schools Be Fixed?](#)

THE ATLANTIC - Alia Wong, Adrienne Green, Li Zhou

[Bernie Sanders calls Washington Post's column cancellation 'unfortunate'](#)

WASHINGTON POST - David Weigel

[Column: Rich people should feel free to marry each other, as long as they do this other thing too](#)

WASHINGTON POST - Matt O'Brien

[Column: Candidates: What about faster growth?](#)

THE HILL - Glenn Hubbard

[Column: 2015 in review: How income inequality pervades the L.A. landscape](#)

LA TIMES - Steve Lopez

[Income inequality continues to grow in Sacramento region](#)

SACRAMENTO BEE - Phillip Reese

[Transportation as a Racial Justice Issue: White Southern Republicans Opposition to Mass Transit](#)

[Spending Keep Low Income Black People Mired in Poverty](#)

ATLANTA BLACK STAR - David Love

[Opinion: This is how the holidays expose income inequality](#)

PHILADELPHIA TRIBUNE - Julianne Malvaux

[Opinion: Economic freedom, the surest path out of poverty](#)

PHILLY - Anthony Davies, James Harrigan

[Region at a crossroads as home-buying power shrinks](#)

SEATTLE TIMES - Sanjay Bhatt

[The top stories of 2015](#)

ALBANY BUSINESS REVIEW - Robin Cooper, Liz Young

[Only One Day Until It's An Election Year](#)

FORBES - Doug Schoen

[Opinion: The Strange Silence of Your Presidential Candidates \(and What You Can Do About It\)](#)

HUFFINGTON POST - Matthew Chapman

[Eight Issues That Could Shape Politics in 2016](#)

NBC NEWS - Leigh Ann Caldwell

["Deaths of despair" are killing America's white working class](#)

QUARTZ - Anne Case

[Here's a bold proposal to make renting more affordable](#)

FUSION - Latoya Peterson

Income Inequality in the News:

[Over 50, Female and Jobless Even as Others Return to Work](#)

NY TIMES - Patricia Cohen

The latest signs of an improving economy were good enough to help persuade the Federal Reserve to raise interest rates for the first time in nearly a decade. But the better job market is not good enough to land Chettie McAfee a job.

Laid off at the start of the recession from the diagnostic testing firm in Seattle where she spent more than three decades, Ms. McAfee, 58, has not worked since 2007. "I've been applying and applying and applying," said Ms. McAfee, who has relied on her savings and family to get by as she fights off attempts to foreclose on her home. At interviews, she said, "They ask, 'Why has it been so long?'"

At 5 percent, the jobless rate may be close to what economists consider full employment, but that headline figure doesn't capture the challenges still facing millions of Americans who have yet to regain their footing in the workplace.

Ms. McAfee is part of a group that has found the postrecession landscape particularly difficult to navigate: women over 50.

That is especially striking because many recent economic and social trends — the decline of manufacturing and the rise of health care, the advance of educated women into professions and jobs once mostly occupied by men — were seen as harmful to working-age men and advantageous for the growing ranks of working women.

But many of these older women now earn far less and use many fewer skills than they did before. Others have been left stranded without any job for months or even years. Some have given up the search altogether.

A new study on long-term unemployment from the Federal Reserve Bank of St. Louis found that the prospects for women over 50 darkened after the Great Recession. In 2006-7, before the downturn hit, less than a quarter of the unemployed in this group had been out of work for more than six months. By 2012-13, older jobless women accounted for half of the long-term unemployed.

The employment picture has definitely improved since then, economists point out, and more older women have managed to return to work. Still, the waves from the recession, which ended six and a half years ago, continue to upend many people who were cast aside during and immediately after the storm.

"How long people take to find a new job has been much longer than in previous recessions," said Alexander Monge-Naranjo, a co-author of the St. Louis Fed study. "The natural question is, Why?"

There are no simple answers.

When it comes to women over 50, one theory that makes sense to Mr. Monge-Naranjo is that those who dropped out of the labor force to take care of children when they were younger can't easily get back in. "They did not see that the labor market was going to be so tough and it's taking quite some time to go back to normal," he said.

That has been Lynn Colafrancesco's experience. Once a vice president at a reinsurance company, Ms. Colafrancesco, now 59 and divorced, started determinedly looking for a full-time job three years ago. As soon as she mentioned that she had taken off time to care for two children, she could see in the interviewer's face that she had been summarily dismissed.

"Now I don't even mention about my kids," Ms. Colafrancesco said. "They don't want to hear that." To make ends meet, she works as a substitute teacher a couple of days a week and rents out rooms in her house in Fairfield, Conn.

Certainly older workers — male and female — must contend with age discrimination.

"I have been told in interviews that they want somebody younger," said Karen Lamkin, a lawyer with 25 years of experience who lives outside Boston and has been out of work for three years. "It does not matter that I would be satisfied with the salary for a junior position."

A shrinking network of professional contacts, and possibly fewer cutting-edge skills, can also hamper older workers in the job hunt, said Connie Wanberg, a professor at the Carlson School of Management at the University of Minnesota. In a world where networking is done more and more online, they may be less adept at the latest techniques. Older workers can also be pickier, Ms. Wanberg said — more reluctant to relocate away from family, for example, or to do certain kinds of jobs.

The question is whether these factors operate even more powerfully for women than for men, Ms. Wanberg said. Women, who are much more likely to be burdened with caregiving responsibilities, even as they age, may require more flexibility in their schedules, for example.

Some simply do not want to settle.

With her house and car paid off, and some investment income coming in, Susan McNeill Spuhler, 52, an engineer who was laid off in April 2013, said she was waiting for the right fit. She has seen friends in more desperate financial straits "take any job and then spiral down" because the job or the company was subpar.

Ms. Spuhler and others now in their 50s, 60s and 70s were among the waves of women who entered the paid labor force in record numbers, changing the face of the American economy. Even as men's participation rate in the labor force plunged, women — especially those 55 and older — have for the most part continued to join.

But while older workers generally have lower unemployment rates than younger ones, those who find themselves jobless, for whatever reason, tend to find themselves stuck there for longer. And women 55 and older who lose a job have more trouble than men getting another one, according to Sara E. Rix, an analyst and former senior researcher for AARP, the lobbying organization for older Americans.

"Older displaced women are less likely than displaced men of the same ages to be re-employed and more likely to have left the labor force," she noted in a recent analysis.

The type of occupations dominated by women may play a role as well. For example, "public teacher

employment is still below what it was in 2007,” said Elise Gould, senior economist at the liberal Economic Policy Institute. “And that definitely disproportionately affects women.”

As for Americans hovering around or past the traditional retirement age, some have remained in the work force because they want to. Others have no choice: The financial crisis may have wiped out much of their retirement savings and equity in their home.

Older women are frequently in worse financial situations because their work histories are spottier — often because they took time off to care for children — or they were dependent to some extent on husbands who may no longer be alive or whom they divorced. Even those who worked steadily often earned less than men, resulting in smaller Social Security and pension benefits and less savings.

While unskilled workers are at the greatest disadvantage when it comes to finding work, many older women with impressive educational credentials and résumés tell discouraging tales of being turned down for job after job.

Julie Woodbury, a 57-year-old Army veteran who lives in a suburb of Minneapolis, went back to earn a doctorate in communications after leaving the military. “It’s extremely frustrating,” Dr. Woodbury said. “I just can’t find something permanent.” She is not counted among the long-term unemployed, but finds herself cycling on and off the jobless rolls, as one short-term contract ends and she waits for another to begin.

Meryl Manthey, 63, pointed out that she was not counted among the jobless either. “I’m making zero income, but I’m considered self-employed,” said Ms. Manthey, who got her real estate license when she moved back to her mother’s homestead in Wantagh, N.Y., from California three years ago after a divorce. The cross-country resettlement followed years of frustrated job searching after she was laid off from her job doing web-based training.

As for Ms. McAfee, she now recognizes that it is all too easy for almost anybody to fall over the edge. “I did everything you’re supposed to do,” she said. “Now I’m on the other side of the rainbow, and it’s not pretty over here.”

[How Is the Economy Doing? It May Depend on Your Party, and \\$1](#)

NY TIMES - Neil Irwin

Suppose it is dinnertime, and the phone rings. It is a polite survey taker with a simple question for you: How is the economy doing?

You might answer the question based upon the news stories you’ve seen recently about the latest unemployment rate, or perhaps based on anecdotal observations, such as whether your long-jobless cousin has had any luck finding work.

But a wide range of academic work suggests a different factor that is likely to shape your answer: whether the current occupant of the White House is of your preferred political party.

Did unemployment get better or worse during Ronald Reagan’s presidency? In a 1988 survey, some 80 percent of dedicated Republicans accurately said it had improved, compared with 30 percent of loyal Democrats. In the 1990s, the pattern reversed on a range of factual questions about economic and fiscal issues. In a 1997 survey, for example, Republicans were far less likely than Democrats to acknowledge that the budget deficit had declined during the Bill Clinton administration.

As an economics writer, I see the same thing anecdotally. When I wrote articles recently about the

unemployment rate's dip to 5 percent, I received vehement responses from conservatives convinced that the Obama administration was cooking the numbers. They were not so different from responses I received from liberals when the jobless rate was at that level in 2005, during the George W. Bush administration.

In other words, when you ask people about the economy, the answers are less a statement of objectivity and more like what they'd say if you'd asked which pro football team was the best. That has important implications for democracy. How can people judge whether a party is effective if there is no sense of objective truth? And it could even have implications for the economy itself if, for example, conservative-leaning business executives freeze hiring or investment when the president doesn't share their politics.

But new research from two teams of political scientists adds a wrinkle to these findings. It turns out that the partisan bias in how people answer factual questions about the economy is diminished by this one weird trick: Pay people.

That is a conclusion reached in two new papers in *The Quarterly Journal of Political Science*, one from four scholars led by John G. Bullock at the University of Texas at Austin, the other by Markus Prior of Princeton and two colleagues.

When survey respondents were offered a small cash reward — a dollar or two — for producing a correct answer about the unemployment rate and other economic conditions, they were more likely to be accurate and less likely to produce an answer that fit their partisan biases.

In other words, when money was added to the equation, questions about the economy became less like asking people which football team they thought was best, and more like asking them to place a wager. Even a little bit of cash gets people to think harder about the situation and answer more objectively.

"People are not telling you what they actually believe in ordinary surveys," Mr. Bullock said. "With a payment, we're eliciting not necessarily thoughtful responses, but more sincere responses."

The effect was even more pronounced when respondents were rewarded for honestly answering "I don't know" when they didn't have enough information. Otherwise, it appears that people will respond objectively to questions when they know the answer, but revert to their partisan biases when they don't.

The paper by Mr. Bullock, Alan S. Gerber, Seth J. Hill and Gregory A. Huber found that offering a \$1 payment for a correct response and a 33-cent payment for an answer of "Don't know" eliminated the entire partisan gap between Democrats and Republicans on questions about the economy.

Interestingly, in the paper by Mr. Prior, Gaurav Sood and Kabir Khanna, the cash payments became less effective at coaxing an accurate answer if the question mentioned the president by name. George W. Bush was president at the time of the survey, but by extension it appears that Americans can be more objective answering a question like "Is the unemployment rate lower or higher than it was seven years ago?" than a question like "Is the unemployment rate lower or higher than it was when Barack Obama became president?" even though as a factual matter those are the same question.

The research could have interesting parallels beyond the realm of opinion surveys. It calls to mind, for example, energy executives who might support politicians who deny that climate change is happening, but when doing their jobs with real money on the line, accept the scientific consensus that the planet is warming, and plan accordingly. Similarly, people who hate the Affordable Care Act and think it is a disastrous public policy will nonetheless take advantage of it to obtain health insurance.

The findings have some interesting implications for democracy, too, though depending on your inclination you could view it as good news or bad.

The good news is this: No matter how politically polarized society might seem, there is an objective reality we can agree upon on how the economy is performing and on other measures of national well-being. It just takes a little skin in the game to get people to acknowledge those facts when they are at odds with their political instincts.

“To put it bluntly, this is bad news for survey research, but good news for democracy,” as the Prior paper puts it.

Mr. Bullock isn’t certain. The research supports the idea that “people are not as deluded as we imagine,” but he doesn’t see this as all good news.

“Yes, people are less deluded about objective conditions than we imagined, but that also implies that peoples’ belief about objective conditions matters less for how they vote than we thought,” he said. “We’ve always thought that how people vote depended a lot on the state of the economy and the state of war. But maybe those objective realities matter less than we thought.”

In other words, people don’t simply look at how the economy is doing and whether the nation is at peace, and decide whether to vote for the incumbent party based on those realities. Instead they have political preferences that stay in place regardless of how the country is doing. That implies that political parties won’t be rewarded for delivering good performance, or punished for bad performance.

Whether one takes the optimistic or pessimistic case for democracy from these findings, one conclusion is hard to escape. We all might be wiser, and more sensible, if we tried to understand the world as it is, not as our political views suggest we want it to be. We’ll be smarter for it — even if we don’t have a researcher paying us a dollar or two.

[Chuck Schumer Seems to Relish Role as Republicans’ Chief Villain](#)

NY TIMES - Alexander Burns

Republicans have put his face in their campaign commercials and spat his name as an insult on the debate stage. Presidential candidates and talk-radio hosts have invoked him as a kind of comic-book villain, thwarting Republicans at every turn.

Senator Chuck Schumer, Democrat of New York, has become the anointed target of Republican wrath.

For Mr. Schumer, it reflects a new stage in his career: Over the course of his four decades in politics, Mr. Schumer has steadily transformed himself from an overeager Brooklyn congressman and cable-television personality into one of his party’s chief political strategists and a powerful Washington deal maker. He is expected to take over as the Senate Democratic leader this year, after Senator Harry Reid of Nevada retires.

But Republicans say Mr. Schumer’s ballooning place in the conservative imagination is about more than his anticipated promotion.

He is increasingly seen as an avatar of Democratic craftiness and frustrated conservative aspirations: a wily tactician who has routinely defanged his Republican adversaries with ease, first as chairman of the Democratic Senatorial Campaign Committee and more recently as a lead negotiator on the issue of immigration reform.

Mr. Schumer is a potent symbol, said Kellyanne Conway, a Republican pollster, not because he is loathed, like Representative Nancy Pelosi of California, the House minority leader, or Mr. Reid, but

because he is feared.

“Chuck Schumer has more political skills, shrewdness and instinct in his pinkie than Clinton seems to display out on the presidential campaign trail,” Ms. Conway said.

Mr. Schumer, who endorsed his former Senate colleague Hillary Clinton in Iowa more than a year before she announced her campaign, has appeared to embrace — and perhaps enjoy — his casting as a villain. The attacks would seem to pose no direct threat to him in New York, where Mr. Schumer has been re-elected easily since his first campaign for Senate in 1998.

It is in the context of Mr. Schumer’s involvement with immigration reform that he has most frequently appeared in the firefights of the 2016 presidential election. Opponents of Senator Marco Rubio, the Florida Republican, have sought to punish him for backing a compromise immigration bill that the Senate approved in 2013; they have tied him explicitly to Mr. Schumer, who, along with Mr. Rubio, was among the eight senators who forged the deal.

With Mr. Rubio viewed by both Republican and Democratic Party leaders as a potentially strong opponent for Mrs. Clinton, Mr. Schumer has been more than happy to play along. He said in a CNN interview in November that Mr. Rubio had played a critical part in creating the Senate’s immigration deal, and that Mr. Rubio’s “fingerprints are all over that bill.” In an MSNBC appearance over the summer, Mr. Schumer said he had personally recruited Mr. Rubio into the group of senators who negotiated the compromise.

In a sense, Mr. Schumer’s incarnation as a conservative bogymen resembles the role Edward M. Kennedy, the longtime liberal senator from Massachusetts, played in previous Republican primary campaigns. In the 2008 presidential race, conservatives attacked Senator John McCain, Republican of Arizona, for helping write the McCain-Kennedy bill overhauling the immigration system. (Mr. Kennedy died in 2009.)

In 2015, Republican Senator Ted Cruz of Texas bragged of having opposed “Chuck Schumer’s Gang of Eight amnesty legislation.” Mr. Cruz and Senator Rand Paul, Republican of Kentucky, have criticized the Rubio-Schumer bill, and influential conservative radio hosts like Rush Limbaugh and Laura Ingraham have homed in on Mr. Schumer’s role in designing the legislation.

Backers of Mr. Cruz have paid for radio ads that credit him for fighting hard in opposition “when Chuck Schumer and Marco Rubio tried to push amnesty.” Ms. Conway, who is advising one of the outside groups that supports Mr. Cruz, said a pro-Cruz “super PAC” would soon air television commercials tying Mr. Rubio to Mr. Schumer.

At a recent Rubio event in Iowa, an unknown antagonist circulated fliers branding him as “Chuck Schumer’s amnesty pitchman.” And at the most recent Republican presidential debate, Mr. Schumer’s name came up four times. (Ms. Pelosi, whose name was once instant anathema to Republicans, went unmentioned.)

Mr. Rubio’s campaign declined to comment on the attacks linking him and Mr. Schumer, and the New York senator declined to be interviewed for this story.

Matt House, a spokesman for Mr. Schumer, predicted Republicans would pay a price for their rhetoric around the immigration deal that Mr. Schumer helped write.

“He doesn’t much care one way or the other that Republican candidates are using his name, but the G.O.P. should,” Mr. House said in an email. “The more they trash the bipartisan immigration bill and paint themselves as anti-immigration, the better off Democrats are going to be in 2016.”

In some respects, the Republican barbs could help shore up sympathy for Mr. Schumer in left-leaning precincts where he is regarded with a mixture of admiration and suspicion as a skilled political operative aligned more closely with the party's centrist, pro-business wing than with its activist base.

Mr. Schumer has clashed with more liberal leaders in his party over the years: In a 2014 speech he questioned the political wisdom, for Democrats, of having pursued a national health care law in the midst of an economic recession, and over the summer he opposed President Obama's nuclear deal with Iran.

And for all the hostility Mr. Schumer draws from the right, he has maintained working and even warm relationships with some conservative-leaning elites, including political donors on Wall Street and in the pro-Israel community, and with Republican lawmakers like Paul D. Ryan of Wisconsin, the speaker of the House.

Still, for longtime observers of Mr. Schumer's career, there is a certain irony in his emergence in 2016 as an embodiment of compromise and conciliation.

When Republicans cast Mr. Schumer as a sinister figure in the past, it was for his perceived ruthlessness as a partisan warrior rather than for his skill as a deal maker.

In 2005, the conservative magazine *National Review* branded him "The Inquisitor" for his rough treatment of President George W. Bush's judicial nominees. The magazine cover featured a caricature of Mr. Schumer, who is Jewish, in the garb of a medieval cardinal and drew complaints of anti-Semitism for its exaggerated depiction of his features.

A few years later, in 2008, Mr. Schumer made a cameo appearance in a Kentucky Senate race when Senator Mitch McConnell, now the Republican majority leader, released a campaign video that warned Mr. Schumer was attempting to meddle in Kentucky politics.

The video featured narration in a pronounced and stereotypical New York accent.

If Mr. Schumer's involvement in Kentucky never became a major theme of that race, the 2016 election is different. David Axelrod, a former top adviser to President Obama who has worked in New York politics, said the Republican fixation with Mr. Schumer revealed the party base's intense aversion to compromise.

Mr. Schumer, he said, as an "emerging leader and New Yorker, is a handy target with whom to tar alleged accommodationists."

Ms. Ingraham, the radio host, said Mr. Schumer's prominence this time stemmed from both his designation as the Democratic leader-to-be and from the perception that he "completely snookered Marco Rubio" on immigration.

"It is very, very risky for the Republicans to nominate a presidential candidate who has already proven himself to be in over his head when it comes to dealing with the future Democratic leader in the Senate," Ms. Ingraham said in an email. "And yet that is precisely what much of the G.O.P. establishment is proposing. And that helps to explain why conservatives are thinking a great deal about Chuck Schumer these days."

[Decrease in Homeless Veterans in New York Far Outpaces National Drop](#)

NY TIMES - Nikita Stewart

The bedraggled veteran draped in a flag, begging for spare change, has been one of the most persistent images of homelessness in this country.

In New York City, however, it is a sight that may be fading from view.

Even as city officials have struggled to cope with the surging number of homeless people over all, the city has quietly made significant inroads over the last few years in finding permanent housing for one group: homeless veterans. The number of veterans staying in shelters or on the streets has plummeted by nearly 80 percent since 2009, according to the federal Department of Housing and Urban Development.

Officials now say there are 760 homeless veterans in the city, down from 3,689 six years ago. Although some advocates for homeless people have questioned the accuracy of the tally, they acknowledge that significant progress has been made.

The executive director of the United States Interagency Council on Homelessness, which coordinates the federal response on the issue, said in a letter to Mayor Bill de Blasio this week that the city had “effectively” ended chronic homelessness among veterans.

In 2015 alone, the city placed more than 1,000 veterans in permanent housing, according to city officials. Several weeks ago, at Clinton Avenue Residence, a new 43-unit development in the Bronx specifically for veterans, several men dragged garbage bags with their belongings through the gleaming lobby and into their studio apartments.

“I woke up and there wasn’t a person sleeping three feet away,” Eric Peters, 54, an Air Force veteran who has been in and out of homelessness for decades, said the next morning.

At a tenant orientation, employees for Urban Pathways, the nonprofit group that runs the building, went over laundry facilities, local grocery stores and how rent was collected.

“We really appreciate all that you have done for us,” Frederick Shack, chief executive of Urban Pathways, said to the men, referring to their military service.

The city’s efforts are part of a broader federal initiative, started under President Obama and aimed at ending veteran homelessness in the United States. The federal housing agency, working in partnership with the Department of Veterans Affairs, has now distributed 79,000 rental assistance vouchers to veterans across the country dating to 2008.

In New York City, nearly 3,000 of these vouchers have been given to veterans like Mr. Peters. Steven Banks, commissioner of the city’s Human Resources Administration who is now in charge of homeless services in the de Blasio administration since a recent shake-up, credited the city’s progress to a combination of federal resources, innovative rental assistance programs and coordinated efforts among several city agencies.

Mr. Banks said he was hoping to apply the same multipronged approach to other homeless populations. “It’s a good lesson as to what works,” he said.

The city’s success has far outpaced the 36 percent decrease that federal officials have recorded across the country.

But other cities have made even bigger gains, according to federal officials. The interagency council recognized New York for its success with chronically homeless veterans, defined as people who have been without permanent housing for at least a year, or have experienced homelessness at least four times

over three years.

The council has credited Houston, Las Vegas and New Orleans, among several cities, for going further and effectively ending overall veteran homelessness, meaning they have identified all homeless veterans, not just the chronic cases, and placed them in homes.

The council's praise, however, is based on numbers the federal housing agency collects through its annual homeless census. The data has been criticized for being inconsistent — different cities use different methods for their counts — and undercounting certain groups.

Marybeth Shinn, a professor at Vanderbilt University who has evaluated New York City's count, said it was better than most cities' but was still problematic. "We figured New York missed half of the people who were in the street in a given night."

Across the country, supportive housing like the Clinton Avenue Residence has increasingly become a model for homelessness prevention. The residence has subsidized apartments that come with an array of social services. There are currently about 32,000 units of supportive housing in the city. Tenants generally pay one-third of their income toward rent.

Mr. de Blasio, a Democrat, unveiled a plan in November to invest \$2.6 billion over 15 years to create 15,000 new units of supportive housing aimed at various homeless populations. Advocates have called for the administration of Gov. Andrew M. Cuomo to match the city's program.

For the veterans' programs, the funding and support from the federal government have been essential, Mr. Banks said. "It's not just the city going it alone," he said.

At the Clinton Avenue Residence, each apartment was sparsely furnished in Ikea-like chic — a full-size bed, a small dining table with two chairs, and donated pots and pans and a few dishes.

Mr. Peters, who attended college and has worked in restaurant kitchens, has cycled between shelters and the streets, often spending his nights in Pennsylvania Station. "I'm a Midtown type of person," he joked.

Like many homeless people, he said he avoided shelters because he saw them as unsanitary and dangerous. "To me, they were just as bad as jail," Mr. Peters said.

Mr. Peters said it was his desire to live for his nieces and nephews that caused him to finally begin moving toward sobriety about two years ago. He found a safe shelter run by the Doe Fund, and he learned about the voucher program for veterans last year. He was pleasantly surprised to find that he had a choice of three apartments.

In November, Mr. Peters's eyes welled up as he talked about his experiences and signed his lease. He was Clinton Avenue Residence's first tenant. Using public assistance, he pays \$112 per month in rent.

A courtyard adjoins Mr. Peters's building with another one opened in 2014 by Urban Pathways. That building, on Boston Road, is for formerly homeless people with low incomes, including some veterans.

Gloria Montez, 58, another Air Force veteran, acts as the unofficial tenant president of the Boston Road building.

Ms. Montez said her slide into homelessness began when she was laid off from a longtime job as a security manager and with the deterioration of her health. "Alcohol was always the answer," she said.

After a dispute with her landlord and a falling out with a relative, she lost her longtime Bronx apartment

and lived out of her car. No longer able to care for her dogs, she was trying to find a place for them when a nonprofit group for animals told her she could find help at Urban Pathways. She was soon moving into Boston Road. “I was overwhelmed,” she said, sitting on the edge of her bed in her studio apartment. “I read the Bible and cried like a baby.”

Now, she is serving as a mentor for her new neighbors at the Clinton Avenue Residence.

“I want these new veterans to know that there’s hope,” she said. “This is the first step. Everybody has a story, some kind of issues, but there’s help.”

Correction: December 31, 2015—

An earlier version of a picture caption with this article misstated the location of the supportive housing building Gloria Montez lives in. As the article correctly notes, it is on Boston Road in the Bronx, not Clinton Avenue.

[For the Wealthiest, a Private Tax System That Saves Them Billions](#)

NY TIMES - Noam Scheiber, Patricia Cohen

The very richest are able to quietly shape tax policy that will allow them to shield billions in income.—

The hedge fund magnates Daniel S. Loeb, Louis Moore Bacon and Steven A. Cohen have much in common. They have managed billions of dollars in capital, earning vast fortunes. They have invested millions in art — and millions more in political candidates.

Moreover, each has exploited an esoteric tax loophole that saved them millions in taxes. The trick? Route the money to Bermuda and back.

With inequality at its highest levels in nearly a century and public debate rising over whether the government should respond to it through higher taxes on the wealthy, the very richest Americans have financed a sophisticated and astonishingly effective apparatus for shielding their fortunes. Some call it the “income defense industry,” consisting of a high-priced phalanx of lawyers, estate planners, lobbyists and anti-tax activists who exploit and defend a dizzying array of tax maneuvers, virtually none of them available to taxpayers of more modest means.

In recent years, this apparatus has become one of the most powerful avenues of influence for wealthy Americans of all political stripes, including Mr. Loeb and Mr. Cohen, who give heavily to Republicans, and the liberal billionaire George Soros, who has called for higher levies on the rich while at the same time using tax loopholes to bolster his own fortune.

All are among a small group providing much of the early cash for the 2016 presidential campaign.

Operating largely out of public view — in tax court, through arcane legislative provisions and in private negotiations with the Internal Revenue Service — the wealthy have used their influence to steadily whittle away at the government’s ability to tax them. The effect has been to create a kind of private tax system, catering to only several thousand Americans.

The impact on their own fortunes has been stark. Two decades ago, when Bill Clinton was elected president, the 400 highest-earning taxpayers in America paid nearly 27 percent of their income in federal taxes, according to I.R.S. data. By 2012, when President Obama was re-elected, that figure had fallen to less than 17 percent, which is just slightly more than the typical family making \$100,000 annually, when payroll taxes are included for both groups.

The ultra-wealthy “literally pay millions of dollars for these services,” said Jeffrey A. Winters, a political scientist at Northwestern University who studies economic elites, “and save in the tens or hundreds of millions in taxes.”

Some of the biggest current tax battles are being waged by some of the most generous supporters of 2016 candidates. They include the families of the hedge fund investors Robert Mercer, who gives to Republicans, and James Simons, who gives to Democrats; as well as the options trader Jeffrey Yass, a libertarian-leaning donor to Republicans.

Mr. Yass’s firm is litigating what the agency deemed to be tens of millions of dollars in underpaid taxes. Renaissance Technologies, the hedge fund Mr. Simons founded and which Mr. Mercer helps run, is currently under review by the I.R.S. over a loophole that saved their fund an estimated \$6.8 billion in taxes over roughly a decade, according to a Senate investigation. Some of these same families have also contributed hundreds of thousands of dollars to conservative groups that have attacked virtually any effort to raise taxes on the wealthy.

In the heat of the presidential race, the influence of wealthy donors is being tested. At stake are the Obama administration’s limited 2013 tax increase on high earners — the first in two decades — and an I.R.S. initiative to ensure that, in effect, the higher rate sticks by cracking down on tax avoidance by the wealthy.

While Democrats like Bernie Sanders and Hillary Clinton have pledged to raise taxes on these voters, virtually every Republican has advanced policies that would vastly reduce their tax bills, sometimes to as little as 10 percent of their income.

At the same time, most Republican candidates favor eliminating the inheritance tax, a move that would allow the new rich, and the old, to bequeath their fortunes intact, solidifying the wealth gap far into the future. And several have proposed a substantial reduction — or even elimination — in the already deeply discounted tax rates on investment gains, a foundation of the most lucrative tax strategies.

“There’s this notion that the wealthy use their money to buy politicians; more accurately, it’s that they can buy policy, and specifically, tax policy,” said Jared Bernstein, a senior fellow at the left-leaning Center on Budget and Policy Priorities who served as chief economic adviser to Vice President Joseph R. Biden Jr. “That’s why these egregious loopholes exist, and why it’s so hard to close them.”

The Family Office

Each of the top 400 earners took home, on average, about \$336 million in 2012, the latest year for which data is available. If the bulk of that money had been paid out as salary or wages, as it is for the typical American, the tax obligations of those wealthy taxpayers could have more than doubled.

Instead, much of their income came from convoluted partnerships and high-end investment funds. Other earnings accrued in opaque family trusts and foreign shell corporations, beyond the reach of the tax authorities.

The well-paid technicians who devise these arrangements toil away at white-shoe law firms and elite investment banks, as well as a variety of obscure boutiques. But at the fulcrum of the strategizing over how to minimize taxes are so-called family offices, the customized wealth management departments of Americans with hundreds of millions or billions of dollars in assets.

Family offices have existed since the late 19th century, when the Rockefellers pioneered the institution, and gained popularity in the 1980s. But they have proliferated rapidly over the last decade, as the ranks of the super-rich, and the size of their fortunes, swelled to record proportions.

“We have so much wealth being created, significant wealth, that it creates a need for the family office structure now,” said Sree Arimilli, an industry recruiting consultant.

Family offices, many of which are dedicated to managing and protecting the wealth of a single family, oversee everything from investment strategy to philanthropy. But tax planning is a core function. While the specific techniques these advisers employ to minimize taxes can be mind-numbingly complex, they generally follow a few simple principles, like converting one type of income into another type that’s taxed at a lower rate.

Mr. Loeb, for example, has invested in a Bermuda-based reinsurer — an insurer to insurance companies — that turns around and invests the money in his hedge fund. That maneuver transforms his profits from short-term bets in the market, which the government taxes at roughly 40 percent, into long-term profits, known as capital gains, which are taxed at roughly half that rate. It has had the added advantage of letting Mr. Loeb defer taxes on this income indefinitely, allowing his wealth to compound and grow more quickly.

(The Bermuda insurer Mr. Loeb helped set up went public in 2013 and is active in the insurance business, not merely a tax dodge. Mr. Cohen and Mr. Bacon abandoned similar insurance-based strategies in recent years.)

Organizing one’s business as a partnership can be lucrative in its own right. Some of the partnerships from which the wealthy derive their income are allowed to sell shares to the public, making it easy to cash out a chunk of the business while retaining control. But unlike other publicly traded corporations, they pay no corporate income tax; the partners pay taxes as individuals. And the income taxes are often reduced by large deductions, such as for depreciation.

For large private partnerships, meanwhile, the I.R.S. often struggles “to determine whether a tax shelter exists, an abusive tax transaction is being used,” according to a recent report by the Government Accountability Office. The agency is not allowed to collect taxes directly from these partnerships, even those with several hundred partners. Instead, it must collect from each individual partner, requiring the agency to commit significant time and manpower.

The wealthy can also avail themselves of a range of esoteric and customized tax deductions that go far beyond writing off a home office or dinner with a client. One aggressive strategy is to place income in a type of charitable trust, generating a deduction that offsets the income tax. The trust then purchases what’s known as a private placement life insurance policy, which invests the money on a tax-free basis, frequently in a number of hedge funds. The person’s heirs can inherit, also tax-free, whatever money is left after the trust pays out a percentage each year to charity, often a considerable sum.

Many of these maneuvers are well established, and wealthy taxpayers say they are well within their rights to exploit them. Others exist in a legal gray area, its boundaries defined by the willingness of taxpayers to defend their strategies against the I.R.S. Almost all are outside the price range of the average taxpayer.

Among tax lawyers and accountants, “the best and brightest get a high from figuring out how to do tricky little deals,” said Karen L. Hawkins, who until recently headed the I.R.S. office that oversees tax practitioners. “Frankly, it is almost beyond the intellectual and resource capacity of the Internal Revenue Service to catch.”

The combination of cost and complexity has had a profound effect, tax experts said. Whatever tax rates Congress sets, the actual rates paid by the ultra-wealthy tend to fall over time as they exploit their numerous advantages.

From Mr. Obama's inauguration through the end of 2012, federal income tax rates on individuals did not change (excluding payroll taxes). But the highest-earning one-thousandth of Americans went from paying an average of 20.9 percent to 17.6 percent. By contrast, the top 1 percent, excluding the very wealthy, went from paying just under 24 percent on average to just over that level.

"We do have two different tax systems, one for normal wage-earners and another for those who can afford sophisticated tax advice," said Victor Fleischer, a law professor at the University of San Diego who studies the intersection of tax policy and inequality. "At the very top of the income distribution, the effective rate of tax goes down, contrary to the principles of a progressive income tax system."

A Very Quiet Defense

Having helped foster an alternative tax system, wealthy Americans have been aggressive in defending it.

Trade groups representing the Bermuda-based insurance company Mr. Loeb helped set up, for example, have spent the last several months pleading with the I.R.S. that its proposed rules tightening the hedge fund insurance loophole are too onerous.

The major industry group representing private equity funds spends hundreds of thousands of dollars each year lobbying on such issues as "carried interest," the granddaddy of Wall Street tax loopholes, which makes it possible for fund managers to pay the capital gains rate rather than the higher standard tax rate on a substantial share of their income for running the fund.

The budget deal that Congress approved in October allows the I.R.S. to collect underpaid taxes from large partnerships at the firm level for the first time — which is far easier for the agency — thanks to a provision that lawmakers slipped into the deal at the last minute, before many lobbyists could mobilize. But the new rules are relatively weak — firms can still choose to have partners pay the taxes — and don't take effect until 2018, giving the wealthy plenty of time to weaken them further.

Shortly after the provision passed, the Managed Funds Association, an industry group that represents prominent hedge funds like D. E. Shaw, Renaissance Technologies, Tiger Management and Third Point, began meeting with members of Congress to discuss a wish list of adjustments. The founders of these funds have all donated at least \$500,000 to 2016 presidential candidates. During the Obama presidency, the association itself has risen to become one of the most powerful trade groups in Washington, spending over \$4 million a year on lobbying.

And while the lobbying clout of the wealthy is most often deployed through industry trade associations and lawyers, some rich families have locked arms to advance their interests more directly.

The inheritance tax has been a primary target. In the early 1990s, a California family office executive named Patricia Soldano began lobbying on behalf of wealthy families to repeal the tax, which would not only save them money, but also make it easier to preserve their business empires from one generation to the next. The idea struck many hardened operatives as unrealistic at the time, given that the tax affected only the wealthiest Americans. But Ms. Soldano's efforts — funded in part by the Mars and Koch families — laid the groundwork for a one-year elimination in 2010.

The tax has been restored, but currently applies only to couples leaving roughly \$11 million or more to their heirs, up from those leaving more than \$1.2 million when Ms. Soldano started her campaign. It affected fewer than 5,200 families last year.

"If anyone would have told me we'd be where we are today, I would never have guessed it," Ms. Soldano said in an interview.

Some of the most profound victories are barely known outside the insular world of the wealthy and their financial managers.

In 2009, Congress set out to require that investment partnerships like hedge funds register with the Securities and Exchange Commission, partly so that regulators would have a better grasp on the risks they posed to the financial system.

The early legislative language would have required single-family offices to register as well, exposing the highly secretive institutions to scrutiny that their clients were eager to avoid. Some of the I.R.S.'s cases against the wealthy originate with tips from the S.E.C., which is often better positioned to spot tax evasion.

By the summer of 2009, several family office executives had formed a lobbying group called the Private Investor Coalition to push back against the proposal. The coalition won an exemption in the 2010 Dodd-Frank financial reform bill, then spent much of the next year persuading the S.E.C. to largely adopt its preferred definition of "family office."

So expansive was the resulting loophole that Mr. Soros's \$24.5 billion hedge fund took advantage of it, converting to a family office after returning capital to its remaining outside investors. The hedge fund manager Stanley Druckenmiller, a former business partner of Mr. Soros, took the same step.

The Soros family, which generally supports Democrats, has committed at least \$1 million to the 2016 presidential campaign; Mr. Druckenmiller, who favors Republicans, has put slightly more than \$300,000 behind three different G.O.P. presidential candidates.

A slide presentation from the Private Investor Coalition's 2013 annual meeting credited the success to multiple meetings with members of the Senate Banking Committee, the House Financial Services Committee, congressional staff and S.E.C. staff. "All with a low profile," the document noted. "We got most of what we wanted AND a few extras we didn't request."

A Hobbled Monitor

After all the loopholes and all the lobbying, what remains of the government's ability to collect taxes from the wealthy runs up against one final hurdle: the crisis facing the I.R.S.

President Obama has made fighting tax evasion by the rich a priority. In 2010, he signed legislation making it easier to identify Americans who squirreled away assets in Swiss bank accounts and Cayman Islands shelters.

His I.R.S. convened a Global High Wealth Industry Group, known colloquially as "the wealth squad," to scrutinize the returns of Americans with incomes of at least \$10 million a year.

But while these measures have helped the government retrieve billions, the agency's efforts have flagged in the face of scandal, political pressure and budget cuts. Between 2010, the year before Republicans took control of the House of Representatives, and 2014, the I.R.S. budget dropped by nearly \$2 billion in real terms, or nearly 15 percent. That has forced it to shed about 5,000 high-level enforcement positions out of about 23,000, according to the agency.

Audit rates for the \$10 million-plus club spiked in the first few years of the Global High Wealth program, but have plummeted since then.

The political challenge for the agency became especially acute in 2013, after the agency acknowledged singling out conservative nonprofits in a review of political activity by tax-exempt groups. (Senior

officials left the agency as a result of the controversy.)

Several former I.R.S. officials, including Marcus Owens, who once headed the agency's Exempt Organizations division, said the controversy badly damaged the agency's willingness to investigate other taxpayers, even outside the exempt division.

"I.R.S. enforcement is either absent or diminished" in certain areas, he said. Mr. Owens added that his former department — which provides some oversight of money used by charities and nonprofits to further political campaigns — has been decimated.

Groups like FreedomWorks and Americans for Tax Reform, which are financed by the foundations of wealthy families and large businesses, have called for impeaching the I.R.S. commissioner. They are bolstered by deep-pocketed advocacy groups like the Club for Growth, which has aided primary challenges against Republicans who have voted in favor of higher taxes.

In 2014, the Club for Growth Action fund raised more than \$9 million and spent much of it helping candidates critical of the I.R.S. Roughly 60 percent of the money raised by the fund came from just 12 donors, including Mr. Mercer, who has given the group \$2 million in the last five years. Mr. Mercer and his immediate family have also donated more than \$11 million to several super PACs supporting Senator Ted Cruz of Texas, an outspoken I.R.S. critic. and a presidential candidate.

Another prominent donor is Mr. Yass, who helps run a trading firm called the Susquehanna International Group. He donated \$100,000 to the Club for Growth Action fund in September. Mr. Yass serves on the board of the libertarian Cato Institute and, like Mr. Mercer, appears to subscribe to limited-government views that partly motivate his political spending.

But he may also have more than a passing interest in creating a political environment that undermines the I.R.S. Susquehanna is currently challenging a proposed I.R.S. determination that an affiliate of the firm effectively repatriated more than \$375 million in income from subsidiaries located in Ireland and the Cayman Islands in 2007, activating a large tax liability. (The affiliate brought the money back to the United States in later years and paid dividend taxes on it; the I.R.S. asserts that it should have paid the ordinary income tax rate, at a cost of tens of millions of dollars more.)

In June, Mr. Yass donated more than \$2 million to three super PACs aligned with Senator Rand Paul of Kentucky, who has called for taxing all income at a flat rate of 14.5 percent. That change in itself would save wealthy supporters like Mr. Yass millions of dollars.

Mr. Paul has suggested going even further, calling the I.R.S. a "rogue agency" and circulating a petition in 2013 calling for the tax equivalent of regime change. "Be it now therefore resolved," the petition reads, "that we, the undersigned, demand the immediate abolishment of the Internal Revenue Service."

But even if that campaign is a long shot, the richest taxpayers will continue to enjoy advantages over everyone else.

For the ultra-wealthy, "our tax code is like a leaky barrel," said J. Todd Metcalf, the Democrats' chief tax counsel on the Senate Finance Committee. "Unless you plug every hole or get a new barrel, it's going to leak out."

[Tax Rate for Top 400 U.S. Taxpayers Climbed in 2013](#)

WSJ - Josh Zumbrun

Tax rates on the 400 wealthiest Americans in 2013 rose to their highest average since the 1990s, after

policy changes that boosted levies on capital gains and dividends.

The households, whose names aren't revealed, earned 1.2% of all adjusted gross income in 2013 and paid nearly 2% of all income taxes, according to data released Wednesday by the Internal Revenue Service. Their average payment of \$60.8 million in income taxes on earnings of \$265 million brought their average tax rate up to 22.9% that year, up from 16.7% in 2012, which had been near the lowest rate going back to 1992.

Over the years, these taxpayers have devised strategies to collect more of their income as capital gains—profits from the sale of property or an investment—and dividends. Tax cuts signed by President George W. Bush reduced the tax rate on capital gains to 15% starting in 2003.

But at the start of 2013, the top rate for capital gains rose to 23.8% as part of budget negotiations between Congress and the White House over how to close the nation's deficit. Anticipating the change, many of the highest earners sold assets before the deadline to avoid higher taxes, leading to a huge surge in income in late 2012.

That capital-gains rate has become a prominent feature of 2016 presidential candidates' tax proposals.

Democratic candidates Hillary Clinton and Vermont Sen. Bernie Sanders have proposed measures that would further raise the tax rates on medium-term capital gains and some investment income.

Some leading Republican candidates have proposed measures that would reduce the rate. Texas Sen. Ted Cruz has proposed lowering the rate to 10%, while Florida Sen. Marco Rubio has proposed eliminating it. Donald Trump would make a range of adjustments, including setting the capital-gains rate at 20%.

"The mistaken narrative is that over the last few decades, high-income Americans have used a combination of aggressive tax planning, loopholes and political influence to lower their tax burdens to unconscionably low levels," said Scott Greenberg, an analyst at the Tax Foundation, a business-backed research group. In fact, the effective tax rate they pay has largely been driven by changes in the capital-gains tax rate passed by Congress.

Of course, the data, which the IRS publishes each year, are only as comprehensive as income-tax filings.

"For billionaires, a lot of income never shows up on tax returns," said Gabriel Zucman, a professor at the University of California, Berkeley, who studies income inequality and taxes. For example, if a company doubled in value in 2013, the owners would only pay tax when they go to sell their stock.

Also, the IRS data don't include the corporate taxes that may be paid by the companies that the wealthiest Americans own, Mr. Zucman said.

The 400 households represent the upper stratum of American wealth, requiring income of \$100 million in one year to crack the bottom of the list in the latest figures. The households are in the top 0.001% of earners.

"It's not chump change," said Len Burman, director of the Tax Policy Center, a nonpartisan think tank. Capital-gains taxes bring in more than \$100 billion in some years "and almost all of it is realized by people with very high incomes," he said. In 2013, the 400 households earned 5.3% of all dividend income and 11.2% of all income from sales of capital assets.

The wealthiest taxpayers cut a much different profile than a typical payroll employee. Most workers pay taxes on their earnings, after claiming their tax deductions. In 2013, the graduated system had single workers paying 25% for post-deduction income above about \$36,000, 28% for income above about

\$88,000, and ultimately rising in several steps to a top rate of 39.6% on income above \$400,000. The brackets are somewhat different for married couples, topping out with a 39.6% income-tax rate for income higher than \$450,000.

Of course, many taxpayers take advantage of programs like the mortgage-interest deduction or earned-income tax credit to also reduce the true rate they pay.

The average taxpayer, after using the mortgage-interest deduction or earned-income tax credit, ultimately paid 14.7% in income taxes in 2013, according to the Tax Policy Center. These figures are difficult to compare to the top 400 because most Americans pay a larger share of their income in payroll taxes than the wealthiest.

These top 400 households claimed more than 6% of all charitable tax deductions in 2013, deducting an average \$32.8 million worth of donations, down from \$38.7 million in 2012.

[Hillary Clinton Campaign Says It Raised \\$37M in Fourth Quarter](#)

ASSOCIATED PRESS - Staff

Hillary Clinton's campaign for president says it raised \$37 million over the past three months to support her bid for the Democratic nomination.

The campaign says that puts her total raised in 2015 to spend on the presidential primary campaign at \$112 million.

The campaign released its fundraising totals for the fourth-quarter on Friday. Clinton's team also says she raised \$18 million for the Democratic National Committee and state Democratic parties nationwide.

Heading into the January sprint toward the leadoff Iowa caucuses on Feb. 1, Clinton's campaign says it has nearly \$38 million in cash on hand.

The Clinton campaign says more than 60 percent of its donors in 2015 were women.

Other campaigns that have reported fourth-quarter numbers include Ben Carson's, which raised \$23 million, and Ted Cruz, which reported raising \$19 million.

[Income Inequality Topic of 2016 Debate At Great America Think-Off](#)

ASSOCIATED PRESS - Staff

The Minnesota sponsor of the annual Great American Think-Off says income inequality is this year's debate topic.

Entrants will debate whether income inequality threatens democracy. Arguments should be based on personal experience and observations.

There is no fee for entering. Entrants must submit an essay explaining their position in 750 words or less by April 1 for a chance to win one of four \$500 cash prizes and a trip to western Minnesota for the debate.

Two winning entries from each side will be selected. Winners will be invited to debate on June 11 at the Cultural Center in New York Mills.

Essays can be submitted online, by email or mailed to Think-Off, c/o Cultural Center, P.O. Box 246, New York Mills, MN 56567.

[Hillary by the numbers](#)

POLITICO - Annie Karni

Hillary Clinton has been desperate to shed the charge of entitlement that doomed her in 2008 and rekindle the magic of her New York Senate campaign for which she put in her paces to earn every vote.

In that vein, Clinton's presidential campaign closed the year with a jaunty "by the numbers" recap of its achievements nine months in, titled "89,399 Birthday Wishes and 18 Other Numbers That Tell the Story of Hillary Clinton's Campaign in 2015."

The takeaway message from the BuzzFeed-style listicle — posted early Thursday morning and emailed to reporters — was about how hard Clinton and her campaign have been working: 5.52 million doors knocked and phone calls made by volunteers; 168,396 campaign miles logged by the candidate; 38 states visited; 524 town hall questions asked and answered; 89,000 volunteers helping fight for the cause; way too many selfies to count.

And it highlighted the diversity of Clinton's small donors — 1,728 librarians, 655 cashiers, seven bakers, eight butchers, 61 sculptors and one candlestick-maker have donated to the campaign. About 92 percent of her donations are under \$200, the list carefully noted.

Clinton's closing message was clear: despite leading in national polls by double digits; weathering the brunt of the email scandal (for now); dominating in three national debates, and coming out stronger for the wear after a marathon 11-hour grilling in front of the House Benghazi Committee, the campaign is sticking with the guiding mantra of campaign manager Robby Mook — it's taking nothing for granted. Every candlestick maker counts.

"One main criticism of Hillary Clinton's campaign is that it's this top-heavy organization whose foundation is built on inevitability instead of grass-roots excitement for the candidate," said Republican strategist Kevin Madden, who worked on Mitt Romney's campaign in 2012. "When you showcase numbers like these, the point is to counter the perception or tell a different story about the campaign, its culture and its reach and to do so using data and organizing metrics."

The cheery data set also helped to obscure less flattering metrics that will inevitably be used by rivals to describe Clinton's bid — the \$8 million Bill Clinton raked in giving speeches in front of companies and governments that had business pending before his wife's State Department. Or the \$6 million in Wall Street donations funding Clinton's campaign and super PAC. Or the 32,000 emails that were deleted from her private server before she turned over the rest to the Justice Department.

"Listing of the good conceals the bad," said Democratic strategist Hank Sheinkopf. "And in the era of the endless campaign, constant supporter reinforcement is a requirement — so is documenting that you take nothing for granted."

Some of the numbers highlighted by the Clinton campaign drew an implicit contrast with Bernie Sanders: "0 dollars of new taxes on the middle class," Clinton boasts. The Democratic front-runner has criticized Sanders for relying on a middle-class tax hike to pay for his national single-payer health care system, and pitched herself as the only Democrat who can make the "no new taxes" pledge to middle-class voters.

And while her campaign highlighted her quirkiest small donors, Sanders dominates Clinton in that

category — in the last quarter, he raised nearly four times as much campaign cash from small donations as Clinton.

Clinton also boasts of 18 social media platforms from which supporters can follow her on the trail — though the online world has been Sanders' playground, fueling his popularity with the college crowd. He has a huge following on Reddit, Facebook, Twitter and a powerful online fundraising operation.

While voters in Iowa are more interested in how a candidate's policies will increase their quality of life rather than how many field offices or organizers they have on the ground, Clinton's numbers "prove something larger about her that people are unsure of — i.e. her willingness not to treat this like a coronation — and reinforced that sense with journalists," said Jonathan Cowan, president of the centrist think tank Third Way.

For his part, Sanders' own closing plea to supporters on Thursday boiled down to one number and one message — 2 million.

"This campaign is funded by over 2 million individual contributions made by working Americans who have had enough of the billionaire class buying our elections," Sanders wrote in a fundraising email hours before the final deadline of the year. He signed off for the year, "in solidarity, Bernie Sanders."

It was a fitting end of the year for the Vermont senator, whose campaign believes his best path to the nomination is drilling down on his message of fighting income inequality rather than expanding to become a candidate with more range.

Democrats were not the only ones hoping to set the tone with an end-of-year message reflecting on the state of the race. Where Clinton's listicle highlighted how hard she is fighting, Sen. Ted Cruz's final message to his campaign was about a show of muscle-flexing.

"Over 10,000 of our donors are 'sustainers' who committed to contribute on an automatic, monthly basis, and provide enough recurring revenue (\$500,000 a month) to fund for our entire field operation," campaign manager Jeff Roe wrote in a memo to staff, touting 670,000 donations from 300,000 donors, with the average donation just over \$67.

"In the first four primary and caucus states: Iowa, New Hampshire, South Carolina, and Nevada, we've built a team that is the envy of the GOP field with county chairmen in place in all 171 counties," the memo, designed for public consumption, states.

"As 2015 comes to a close," Roe added, "we are exactly where we want to be." For Clinton, the closing message is that there is more work to be done: "We're just getting started."

[Will Inequality Ever Stop Growing?](#)

THE ATLANTIC - Rebecca Rosen, Adrienne Green, Li Zhou, Alana Semuels, Joe Pinsker

For nearly half a century now, inequality in America has been on the rise. The result is an alarming concentration of wealth among the country's very well-off: The 400 richest Americans own more than the poorest 61 percent—194 million people. Unsurprisingly, this stratification follows the country's racial cleavages: Just two of the richest 400 people are black, and the 100 richest households own as much as the nation's entire African American population combined.

Some argue that inequality per se is not inherently problematic. It is possible, after all, to imagine a society in which everyone is doing very well and lives comfortably, while those at the very top are in the stratosphere. Unfortunately, that is not what is going on. Some 47 million people in America are living in

poverty.

We reached out to some of the leading scholars of and experts on the economy and labor markets, and asked them what, as the year comes to an end, is giving them cause for hope and despair. Below are their answers, lightly edited for length and clarity.

Shamus Khan, associate professor of sociology at Columbia University

Reason for despair: In 1968 the sociologist Robert Merton coined the phrase “The Matthew Effect,” drawing on a verse in the Gospel of Matthew: “For to all those who have, more will be given, and they will have an abundance; but from those who have nothing, even what they have will be taken away.” What makes me despair is how accurate this seems to be: Those who have a lot are getting more and more, and those without much are struggling, and perhaps even losing ground. The great promises of the 20th century—those of racial, gender, and class equality—have been ephemeral. Our schools are more segregated than they were in the ‘80s, the black-white wealth gap is growing, the black-white unemployment gap is what it was in 1963, and the incarceration rate of black men is historically unprecedented. If we look to women we see that they are closing the gender wage gap at a slower and slower rate; in fact, women’s wages have been largely stagnant for over a decade. What economic gains women are making are largely because men’s wages are declining. And finally, while for years worker productivity and wages ran in parallel, we today see that while Americans are more and more productive, they enjoy little to none of the benefits. Their wages are locked in place. The profit of this productivity is going somewhere, of course: to the very rich. The Matthew Effect is in full swing.

Reason for hope: A society without vigorous engagement is dead. There are people who are breathing life into our nation. They are in Ferguson, Baltimore, Minneapolis, Chicago, and other cities across the country, fighting for racial justice. They are students at Mizzou, Yale, and beyond, holding their own colleges accountable. Social activists everywhere are advocating for themselves, for their beliefs, and for the less powerful. This activism is not just about fighting for rights, dignity, and respect. It’s about building solidarity, engaging as a community, and asking critical questions of our institutions and our democracy. Some activism I passionately disagree with, but that such disagreement is possible and that people feel sufficiently empowered to advocate for themselves and others is a great reason for us to all hope.

Kathy Edin, professor of sociology at Johns Hopkins

Reason for despair: I think the most depressing thing that I’ve thought about this year is about the worsening plight of people at the very bottom of the income distribution across so many domains. A shredded safety net, increasingly perilous work, and the affordable-housing crisis have created a depth of poverty we didn’t even think existed in America. And it’s likely to have consequences for children both in the near-term and as they move into adolescence and adulthood. A disadvantage this deep is likely to cast a long shadow.

Reason for hope: The most optimistic thing I’ve been thinking about this year is something that is not new at all. Over 25 years ago, William Julius Wilson famously observed that it is far worse to grow up in a poor neighborhood than it is to grow poor among mixed-income neighbors. Raj Chetty and his colleagues’ recent research with young adults whose parents participated in a housing mobility program called Moving to Opportunity shows this powerfully. If we simply change neighborhood context—moving families with young children from neighborhoods that are about 60 percent poor to neighborhoods that are even only somewhat less poor on average—you can change lives.

Michael Posner, professor at NYU’s Stern School of Business

Reason for despair: The greatest despair today is the abandonment of compassion for 60 million refugees

and internally displaced people on our planet. These are among the most vulnerable people in our world; a majority are women and young children who are the victims of war and tyranny, violence, and persecution. And yet we are allowing the politics of fear to trump our historic sense of compassion, ignoring both our own personal roots and national traditions.

Reason for hope: In the last 35 years we have made huge strides in reducing extreme poverty, progress that is ongoing. In 1980, half the world's population was living below the extreme poverty line; that number has now fallen to 25 percent and continues to decline. A globalized economy has been the main driver, creating millions of new jobs in less developed countries.

Ed Goetz, director of the Center for Urban and Regional Affairs

Reason for despair: I despair for the growing levels of inequality in American cities, and the growing problems of affordability. We risk seeing our cities become the exclusive redoubt of the economic elite as rents and land prices push housing beyond the means of middle-class and working-class people, to say nothing of people of more limited means. Our greatest cities are already fantastically unaffordable to the majority of Americans. This is certainly a problem for the people who are increasingly excluded from living comfortably within cities, but it is also a problem for the cities themselves. Cities are great cultural achievements in their own right, the location of our greatest architectural statements, and home to most of our landmark civic and historical artifacts. They have been, historically, home to the full array of social, political, and cultural practices and ideas.

Reason for hope: Well, to be truthful, not much. The only hope lies with the energy and resilience of people fighting the fight for equitable urbanization, the development and preservation of affordable housing, and perhaps the potential recognition by decision-makers that cities should reflect our democratic principles (inclusion, participation, and self-determination) more so than our economic principles (accumulation, privatization, and profit).

Elizabeth Kneebone, fellow at the Brookings Institution

Reason for despair: Even after years of economic recovery, the number of people living below the poverty line in the United States (46.7 million as of 2014) remains stuck at recession-era record levels. Yet, by and large, resources have not grown to meet the scale of today's need, nor have they kept up with its changing geography. While poverty rates remain higher in big cities and rural communities, the 2000s saw suburbs become home to the largest and fastest-growing poor population in the nation. Today the number of poor residents in suburbs outstrips the number in big cities by 3.4 million, and is double the size of the rural poor population. It is not that poverty has left inner cities or rural America. Instead it has spread to touch more people and places. However, programs and policies traditionally designed to alleviate poverty in distressed urban or rural neighborhoods (already stretched thin) often have not mapped easily onto the suburban landscape. And many suburban communities lack the scale, capacity, and resources necessary to effectively address growing poverty and concentrated disadvantage on their own.

Reason for hope: In the face of such a daunting and persistent challenge, what gives me hope are the innovative responses emerging in metropolitan areas across the country. Local and regional leaders are increasingly finding ways to work across jurisdictions and use limited resources to help more people in more places. One example of this kind of effort is Chicago's Regional Housing Initiative (RHI), a collaboration among 10 housing authorities, including the city of Chicago, Cook County, and several suburban jurisdictions. Through RHI, partners are pooling resources to build affordable-housing options in areas of opportunity (neighborhoods with low poverty rates and access to good jobs and schools), and making it easier for housing-voucher holders to move across jurisdictions to take advantage of those options. As the need for affordable housing has grown in the suburbs, RHI has made it possible for suburban developments to receive subsidies even if the local housing authority lacks resources. At the

same time, waiting-list families from every participating jurisdiction, including Chicago, benefit from a wider array of regional housing options. Collaborative models like RHI provide a roadmap for ways in which policy and practice can adapt to the broader reach of today's need to help poor residents connect to opportunity in cities and suburbs alike.

Richard Kahlenberg, senior fellow at The Century Foundation and author of *The Remedy: Class, Race, and Affirmative Action*

Reason for despair: In K-12 and higher education, the biggest cause for despair is that while education is supposed to be the great equalizer, growing economic stratification is upending that aspiration. Low-income students attending middle-class schools are as much as two years ahead of low-income students in high-poverty schools, yet concentrations of school poverty are growing. The same phenomenon is occurring in higher education, where economically disadvantaged students are increasingly found in underfunded community colleges and students from the richest quarter of the population are overrepresented at selective four-year colleges by 45 percentage points.

Reason for hope: There is some reason for hope that new policies in 2016 will address increasing economic segregation in primary, secondary, and tertiary education. John King, the incoming U.S. Education Secretary, appears quite committed to addressing K-12 school segregation. And in higher education, a conservative U.S. Supreme Court decision curtailing the use of racial preferences could, paradoxically, lead to a liberal result: affirmative action based on economic status. In states where racial affirmative action has been banned by voters, new and better programs that focus on economically disadvantaged students have jumpstarted social mobility. In *The New York Times*' College Access Index of universities doing the most for low-income students, nine of 10 leading public institutions are in states that banned the use of race in admissions, which spurred colleges to seek racial diversity through programs for economically disadvantaged students of all races.

Joseph M. Carbone, president and chief executive officer of The WorkPlace

Reason for despair: The most vexing of the many changes that remain from the Great Recession is a structural force that has diminished the American middle class in size, strength, and dreams. I worry that this force is so structural that it's unstoppable and we may be powerless to control it. I'm sleepless thinking that our future may be one of sharply divided societies where the egocentric flourish and our brother's keeper is simply an ancient platitude.

Reason for hope: My reason for hope is based upon my fundamental belief that most Americans want to do the right thing. In my effort to help the long-term unemployed find justice, I was always encouraged by the goodwill and the sense of duty that Americans demonstrated in support of their fellow citizens. I discovered that far more folks understand and appreciate the responsibilities of their citizenship than I ever imagined. Americans historically rise when our honor is threatened and we generally prevail. I'm hopeful we will do so again.

[Can Schools Be Fixed?](#)

THE ATLANTIC - Alia Wong, Adrienne Green, Li Zhou

It's been a tumultuous year for America's schools—one marked by an expanding minority-student population, an increasingly discontent teaching force, a backlash against standardized testing, and shifting understanding of education reform. It's seen greater attention on areas traditionally dismissed as nonessential: things like early-childhood education, after-school programs, and project-based learning. It's also seen evolving attitudes toward discipline, with tactics such as restorative justice starting to replace zero-tolerance approaches, including in high-poverty urban districts. Debates over how to address disparities in achievement have been highly politicized. The ed-tech market has continued to grow.

Education is often touted as a means for boosting social mobility and making communities more equal, but inequality in school funding and resources has made that difficult to achieve, especially amid increasing poverty rates. Segregation in districts, both tacit and explicit, is holding scores of children back, and performance on math and reading assessments has remained relatively stagnant. President Obama has just signed into law an act that will replace the widely despised No Child Left Behind, but whether it'll succeed in its goals—boosting the attainment of disadvantaged students, reducing the amount of testing taking place in schools, promoting classroom innovation, and so on—is far from guaranteed.

We reached out to some of the leading scholars of, experts on, and advocates for K-12 education, and asked them what, as the year comes to an end, is giving them cause for hope and despair. Below are their answers, lightly edited for length and clarity.

Joshua Angrist, professor of economics at MIT

Reason for despair: “No Excuses” pedagogy is characterized by a long school day and year, an emphasis on traditional reading and math, extensive use of Teach for America interns, data-driven instruction (just as pro sports teams use data and review video), and an emphasis on discipline and comportment. Our research team and other colleagues have repeatedly and rigorously shown the power of this approach to produce life-changing gains for students who would otherwise do poorly (the “No Excuses” moniker refers to schools and not students: No excuses allowed for a failure to educate). I’m worried because the foundations of this success are under attack: The federal government and many districts now propose to limit the testing that provides essential feedback and accountability. And it has been regular, reliable testing that’s laid the empirical foundation for discussions of school quality and educational inequality. Also worrying: In Massachusetts and elsewhere, concerns about racial imbalance in school discipline are making it harder to use suspension to establish a structured and safe school environment (the primary beneficiaries of which are poor African American children).

Reason for hope: In the 21st-century, administrations from both parties expanded the federal role in education, encouraging reform and experimentation to an unprecedented degree. These policy explorations have been extraordinarily fruitful, yielding findings that are as clear and convincing as any in the history of social science. The most important of these findings is my reason for hope: Although charter schools vary in quality, schools adhering to “No Excuses” pedagogy (like KIPP, and many of the charters in Boston, Denver, New Orleans, and New York) consistently produce spectacular achievement gains for low-income minority students—enough to close the black-white achievement gap in a few years of enrollment. We see this in data from randomized admissions lotteries and from districts (like the New Orleans Recovery School District) that assign responsibility for failing schools to “No Excuses” networks. Research designs exploiting lotteries and takeovers take the guesswork and politics out of the analysis of education policy.

Charles Best, founder and CEO of DonorsChoose.org

Reason for despair: We already know teachers go above and beyond to give their students an excellent education, a lasting love of learning, and the self-confidence to succeed. But teachers can only do so much with the resources they have. More and more, projects on our site tell us that teachers face a large population of young people who go to school cold or hungry. In addition to school supplies, they are requesting food, warmth and care for their students. As a society, it’s time to confront that problem.

Reason for hope: More than ever, students understand that they have the power to shape their own education. We gave young people the access to do that through crowdfunding this year with an expansion into student-led classroom projects. After just a few months, hundreds of students have led the charge by posting projects that matter to their communities. At Ritenour High School—a 15-minute drive from

Ferguson, Missouri—one group started a reading buddy program with younger students at their school. Their project, “Reader to Leader: Mentor Program,” delivered 300 elementary-school books for their initiative. It’s just one of more than 840 projects that students have successfully gotten funded on their own terms.

Eliza Byard, executive director of the Gay, Lesbian, and Straight Education Network (GLSEN)

Reason for despair: I despair over the growing number of so-called Religious Freedom bills that would grant licenses to discriminate—even for education professionals working with children—and at the schools that seek permission to discriminate by getting religious exemptions to their Title IX responsibilities. My mom was a teacher. She always told me being with people who are different than you, even if you disagree with them completely, is one of the most valuable aspects of school. You have to learn to articulate your ideas and defend your beliefs, and really listen to understand. “RFRAs” and religious exemptions are about withdrawing from that social contract. They also do real harm to youth—when an education professional, a counselor or a nurse, refuses to deal with an LGBT student, simply because of their sexual orientation or gender identity/expression, it sends a horrific message.

Reason for hope: I get hope from the dedication and goodwill of great educators everywhere. I have seen it time and time again: When education professionals learn about how discrimination and violence hurt their LGBT students, they want to know what they can do. During my tenure, as GLSEN has raised awareness of these challenges, we’ve seen an explosion in adult support for LGBT youth in schools. In 2001, only about 60 percent of LGBT students could identify a single supportive adult in school. Today, more than 95 percent can. Good people want to do the best by all the students they work with. When we show them what they can do, they’re ready to act. And great teachers make all the difference in a student’s life—when they have that support, they do better in school, feel better about themselves, and feel more hopeful and determined about their own future. It’s a joy to see, and a privilege to support educators in making that difference.

Linda Darling-Hammond, professor of education emeritus at Stanford University and president of the Learning Policy Institute

Reason for despair: Fifty years after passage of the Voting Rights Act and 60 years after the Supreme Court decided *Brown v. Board of Education*, America’s education system is still one of the most segregated and inequitable in the Western world. The most advantaged public schools spend many times more than the poorest, and resource allocations exacerbate race and class inequities in many states. While some students attend schools in palatial settings offering small classes, expert teachers, and high-tech computers, others attend a growing number of apartheid schools serving low-income students of color in crumbling buildings, where a revolving door of substitutes and untrained teachers try to teach in overcrowded classrooms lacking enough desks, not to mention books and learning materials. In the last few years, matters have gone from bad to worse: As poverty levels for children have grown to one in four nationwide, and the number of homeless children has doubled, states have been cutting funds for both education and social services. In 2015, at least 30 states were funding their schools at lower levels than they had before the Great Recession, with those serving the neediest students often the hardest hit. Because of the aggressive neglect of so many of our children, the United States has slipped to the level of many developing countries in virtually every category of child welfare and education. This situation is perhaps the greatest threat to our national security. In today’s knowledge economy, we need every young person to be well-supported and well-educated, able to find a good job and pay taxes to pay for the social security and health care of the growing number of seniors if our social contract is to survive.

Reason for hope: This month, Congress passed and the President signed a new federal education act into law—one that could begin to change our current landscape of inequitably funded schools, too often focused on a low-level curriculum unsuited to our 21st-century needs. The Every Student Succeeds Act (ESSA) replaced No Child Left Behind, a much-criticized law whose emphasis on high-stakes testing

frequently narrowed the curriculum to the content and format of low-level multiple-choice reading and math tests, especially in low-income schools. Under this law, inequalities in educational access grew, while achievement stalled and then dropped on measures assessing higher-order thinking skills, like the international PISA tests and the National Assessment of Educational Progress. The new law encourages states to focus on students' opportunities to learn (the resources and quality of curriculum and teaching they receive), as well as a broader range of outcomes—such as graduation rates, completion of college- and career-ready coursework, and richer measures of student learning that evaluate the critical thinking, collaboration, and problem-solving skills essential for success in today's society and workplaces. If this law is successful in rekindling state innovation, while focusing them on educational quality and equity, it could provide the shot in the arm the nation needs to reclaim the American Dream for the next generation of young people and their families.

Lily Eskelsen Garcia, president of the National Education Association

Reason for despair: I don't despair; I'm an educator, so I live in a constant state of hopefulness. But I am frustrated and angry about the inequality that denies many of our students a great education. Here's just one example of what this means: overcrowded classrooms, like the class of 39 fifth-graders I taught in Utah. In those conditions, students don't get the individualized, one-on-one time they need to thrive. We are [one of the richest nations] in the world, yet we have not ensured that all students, regardless of ZIP code, have the well-staffed and well-resourced schools they need. We know a well-rounded education offers students a way out of poverty, yet the schools serving the poorest students are often impoverished. We say every student who's able and has the desire should have access to college, yet we don't make higher education accessible and affordable. These disparities are immoral and costly for our nation. But fighting for equity is our calling as NEA members. Our frustration and anger just make us fight harder.

Reason for hope: What gives me the most hope right now is that everyone is focusing on education. "No Child Left Untested" was such bad policy that it got people's attention, and it was the law for more than a decade. It created a crisis in public education, but we can use this crisis to move forward. President Obama signed a law that ends test-and-punish policies and opens the door for real teaching and learning. We finally have an opportunity for transparency and an opening to make every school a place that inspires students' curiosity, imagination, and desire to learn. We will have meaningful indicators to show us in black and white what educators have been saying all along: Not all students have what they need for success. And we can finally begin addressing these opportunity gaps. This could be a new golden age for education, but we're not just hoping it happens. We're organizing with parents, business leaders, and communities to make it happen.

Anya Kamenetz, lead education blogger for NPR and the author of *The Test*

Reason for despair: The continued tacit acceptance of deep racial and social segregation across most of our school system, from prekindergarten through colleges and grad schools. All this year we have been hearing eruptions of despair across the country from students who have climbed the heights of elite education only to brave chilly winds of hostility and aggression. Some members of the highest court in the land seem to believe that the status quo is just and right. I believe this comes from a basic confusion about the nature of excellence in education. A high-performing institution can't be defined any longer by who is barred from its doors.

Reason for hope: The requirements of No Child Left Behind, with its insistence on math and reading benchmarks, have been softened. Thanks to the work of countless researchers, policymakers, and educators, I see real and serious attention being paid to cultivating and measuring the human tasks of education: communication, collaboration, empathy, creativity, self-awareness, and self-management, to name a few.

We have a lot to learn, but it seems that schools that excel in building these qualities are places where

students are loved and supported by highly engaged teachers, where they work on getting along better, play together, satisfy their curiosity, make art, try new technologies, and explore new ideas. I believe this work will continue to build momentum. Measuring what matters can help tug schools in the right direction.

David Kelley, founder and chairman of IDEO and founder of Stanford University's Hasso Plattner Institute of Design

Reason for despair: In my work across different domains and disciplines, one of the biggest sources of frustration for me has been the dismal state of K-12 education. Today's public-school system is the same one we've had since the Industrial Revolution, and it's no longer relevant. Sure, there are great ideas and initiatives scattered here and there, but they're not making a large enough dent in the system as a whole. And one of the main reasons the current system is not working is because we don't value teachers enough. Though we all collectively say we value education and that we value our kids, somehow that esteem is not reflected in the reality of the salaries and status of our educators. And when we don't value teachers, the system as a whole suffers. Plus, with more emphasis on grades and test scores, we don't make the necessary time and space for the things we actually want for our kids—things like social and emotional skills and creativity.

Reason for hope: As a designer, I have had the great pleasure of seeing the impact of design on some of the most important innovations of our time. The biggest surprise for me was realizing that the innovations themselves are not the most exciting outcome of design—it's seeing what happens when people are able to unlock their creative confidence. Whether it's a business leader, a politician, the head of an NGO, or a student, anyone who has opted out of believing that they're creative, it's exciting to see that sudden spark of realization. We see that glimmer in their eyes and they're thrilled by the ability to flex those creative muscles to solve just about any challenge. With a little help, that confidence grows, and it can have a profound affect on their lives and what they are able to accomplish. From where I sit, the more people who have confidence in their creative abilities, the more hope I have for our future.

Amanda Ripley, Emerson Senior Fellow and the author of *The Smartest Kids in the World*

Reason for despair: Countries around the world have become measurably smarter in recent years—which should be a reason for hope, I know. But bear with me. Fifteen years ago, teenagers in Poland scored below their American peers on the PISA test of critical thinking; today, Polish students perform well above our kids (despite Poland's significant child poverty and political dysfunction). A greater percentage of Polish kids now graduate from high school than our kids. So what's wrong with that? Well, it's fantastic for Poland, but over the same time period, the U.S. has not budged. We remain subpar in math and science, and average in reading. Even our richest kids do worse in math than rich kids in 27 other countries. I'd feel better if we were trying our hardest and not succeeding; but we are not. We still don't do the few things we know help all kids in every time zone: make teacher colleges serious and selective; offer all kids quality pre-k; and for God's sake, stop tracking young kids into different schools and academic programs based on their alleged abilities. I am waiting for one U.S. state—just one—to do those three things with relentless focus. I hope I live to see it.

Reason for hope: Washington, D.C., where I live and where my child attends public school, has done something almost no other U.S. district has managed to pull off. The city has turned teaching into what appears to be a serious profession. For real. You can earn \$125,000 in fewer than 10 years on the job here. You can coach other teachers and influence policy and curriculum. Teachers I know spend more time talking about the intellectual challenges of the craft than most teachers I meet in the rest of the country, where many school systems are still too broken for such conversations. It's also true that D.C. still has a very long way to go, and I could list a hundred things that could be better. But I have to admit it: This city has proven that it is possible to treat teaching with something close to the respect it deserves—even in America. And that change is always going to be Step 1. Nothing else will work. Now just 99

more steps to go.

Diane Ravitch, historian of American education and author of *Reign of Error: The Hoax of the Privatization Movement and the Danger to America's Public Schools*

Reason for despair: In my field, public education is under unprecedented attack by a bipartisan coalition that calls themselves “reformers.” It includes the Obama administration, the Republican leadership, the Gates Foundation, the Eli Broad Foundation, the Walton Family Foundation, hedge-fund managers, ALEC, and rightwing governors. They seek alternatives to democratically controlled public schools, such as privately managed charters, for-profit charter schools, virtual schools, and, in some states, vouchers for religious schools. The reformers’ excessive reliance on standardized testing as both the measure and goal of schooling has corrupted education. Because of the reformers’ attacks on teachers, experienced teachers are retiring early, and the number entering teaching has dropped sharply.

Reason for hope: The reasons for hope are two-fold: first, the public doesn’t want to abandon its community public schools. No district or state has ever voted to privatize its schools. Second, every so-called “reform” has failed to promote better education or equal opportunity for the neediest children. Neither charters nor vouchers consistently get better results for children, unless they exclude the weakest students. Measuring teachers by student test scores has been a costly failure. The great majority of the public admires their public schools and their teachers and wants them to be better, more equitably funded, not eliminated. If democracy works, these misguided “reforms” will be consigned to the ashcan of history.

Dale Russakoff, reporter for *The Washington Post* and author of *The Prize: Who's in Charge of America's Schools?*

Reason for despair: My primary reason for despair is the polarized state of relations between reformers and defenders of the status quo in public education. As these two groups make war over everything from the growth of charters to the role of test scores in teacher evaluations, critical issues for children go unattended. One example is the dire financial state of school districts in cities where charter schools are growing rapidly. When children leave traditional public schools for charters, the dollars leave with them, and districts are unable to downsize as quickly as the money exits. Districts in Newark, Philadelphia, Chicago, and Detroit, are facing budget crises that have major consequences for learning, and they still educate more than half the children in those cities. The only way to address this issue is for every force in education—politicians, unions, philanthropists, reformers, parents, community activists—to make difficult compromises and commitments necessary to stabilize school districts in the face of charter growth. Polarization makes this impossible to contemplate, and children are the losers.

Reason for hope: I find hope in the growing attention of politicians and policymakers to forces outside K-12 classrooms that impinge on learning, particularly for the poorest children. The mounting emphasis on early-childhood education, the renewed interest in community schools—with services for adults and neighborhoods as well as for children—and the movement to create trauma-informed classrooms for children exposed to violence all reflect this trend. The education-reform movement argued that poverty was an “excuse” for failure, but these developments embody a shift in perspective: America may not have to solve poverty before improving education for the poorest children, but we definitely have to address it.

Randi Weingarten, president of the American Federation of Teachers

Reason for despair: It’s easy to despair when politicians stoke fear and hatred, and ignore the millions of Americans struggling to get by. Poverty, wage stagnation, income inequality, violence, discrimination, lack of opportunity—all of this impacts our kids. For many, school has been a way out, a safe sanctuary to grow in the face of incredible odds, to get the skills they need to succeed in life. But the recession

a self-avowed democratic socialist has received a fraction of the coverage granted to Republican front-runner Donald Trump.

Meyerson, whose column appeared in the Post for 13 years, took a pro-labor approach to politics that often mirrored that of Sanders. "I've still encountered just two avowed democratic socialists in my daily rounds through the nation's capital: Vermont's Sen. Bernie Sanders... and the guy I see in the mirror when I shave," wrote Meyerson in a 2009 piece.

This is not the first time Sanders has played media critic. In July, when MSNBC ended Ed Schultz's talk show, Sanders criticized the network's parent company Comcast for not trusting that a discussion of "the real issues facing our country" could hold an audience.

"We live in a time when much of the corporate media regards politics as a baseball game or a soap opera," Sanders said. "At a time when a handful of large, multi-national corporations own our major media outlets, I hope they will allow voices to be heard from those who dissent from the corporate agenda."

Two months later, at a progressive festival in Wisconsin Schultz endorsed Sanders for president.

In an email Meyerson sent to some media contacts last night, he characterized the final pre-cancellation discussions with Fred Hiatt, the editorial page editor of the Washington Post. Hiatt, according to Meyerson, said the column was suffering from "poor social media metrics" and "excessive discussion of two topics: worker power (decline thereof) and alternative corporate structures."

"If there were other reasons, he didn't bring them up," wrote Meyerson in the email. "I said that he might have raised his objections with me before deciding to drop the column; he acknowledged he should have."

On Thursday, Hiatt said in an email that the column simply failed to find and hold an audience.

"The Post opinion section takes pride in publishing a wide range of views," said Hiatt, "including progressives Eugene Robinson, E.J. Dionne, Ruth Marcus, Greg Sargent, Paul Waldman, and Katrina vanden Heuvel, and contributing columnists Rachel Maddow and Danielle Allen. We've been pleased to publish Harold's columns for the past 13 years, but he failed to attract readers as these others have. And while our decision should never be made based only on clicks, I think it would be arrogant to entirely ignore what our readers are telling us."

Meyerson, who told friends he'd find a new home for the column in 2015, said in an email that he was thankful for Sanders's praise.

"I very much appreciate the senator's remarks (and, indeed, his entire career)," he wrote, "as I do all the other kind comments I've received today."

[Column: Rich people should feel free to marry each other, as long as they do this other thing too](#)
WASHINGTON POST - Matt O'Brien

It is a truth, maybe almost universally acknowledged, that a man in possession of a good job must be in want of a wife with a good job too — and vice versa — at least in our more gender-equal times.

But what is a little less clear is how much high-earners marrying each other is to blame for the marked increase in income inequality the past 30 years. Now, on the one hand, it seems pretty obvious that two incomes are greater than one. The fact that more women are working, more women are working in

dealt a heavy blow to our schools and working families, No Child Left Behind took the focus off equity and put it on testing, and privatizers swooped in to capitalize on a system struggling from swift, unbridled change with little support, financial or otherwise. After more than a decade, we know that this “test, punish, and privatize” strategy hasn’t worked to help all students succeed.

Reason for hope: Today, the tide is turning in public education. Policymakers on Capitol Hill, heeding the calls of parents and teachers, have rolled back high-stakes testing and put the focus back on logical decision-making, listening to those closest to kids and targeting funding to support the children who need it most and the public schools they attend. States have the chance to take the ball and move plans that let teachers teach and students learn. We know that high-quality early-childhood education, additional pathways like career-and-technical education, community schools that provide wraparound services, and changing instruction to include project-based learning are ways to engage students, address poverty, and make every public school a place where parents want to send children, educators want to work and kids are engaged. We need the resources and support to get there. And by doing so in 2016, we can bring back the joy of learning and widespread economic opportunity. When we do that, we will help kids, families, and communities get ahead and stay ahead.

Eric Hanushek, senior fellow at the Hoover Institution of Stanford University

Reason for despair: Improved education is the key to the future for the U.S., as our economy depends on having a highly skilled workforce. While most people give lip service to the desire to improve schools in order to invest in the future, they often stop short of endorsing any significant changes in the schools. This reflects, in my opinion, two factors—an imperfect understanding of just how important quality schooling is for the country and complacency with the current situation. The complacency enters from the fact that the U.S. remains a wealthy country, leading to a sense that maybe it is alright just to keep going along as we are. From this complacency springs a myopia that is difficult to overcome but that could harm the future of the country.

Reason for hope: Over the past five years, my sense of hope and optimism has actually overtaken despair with U.S. schools. First, there is now broad recognition that quality teachers can lead to revitalized schools that are competitive internationally. Second, there is a new willingness by legislatures in a majority of states to push actively for more flexibility in hiring, paying, and retaining teachers and for improved teacher evaluations so that we identify the teachers that we want to nurture and retain. By focusing attention on the effectiveness of teachers in raising student achievement, these progressive states are setting the stage for U.S. schools to climb out of their doldrums and to compete with the top schools around the developed countries of the world. For the first time in the past half century there appears to be a strong possibility that we will serve all of our students and that we will restore the strength of the U.S. workforce.

[Bernie Sanders calls Washington Post’s column cancellation ‘unfortunate’](#)

WASHINGTON POST - David Weigel

The Washington Post's longtime progressive columnist Harold Meyerson published his final weekly piece for the paper yesterday. Among the mourners: Sen. Bernie Sanders (I-Vt.).

"It's extremely unfortunate," said Sanders in a statement to the Post, which he later adapted into a tweet. "There are very few progressive voices out there in the corporate media. Harold is one of the best. Harold's insights into the decline of the middle class and wealth and income inequality will be sorely missed by readers of The Washington Post."

On the campaign trail, Sanders has wound critiques of the media into many of his speeches and Q&As. His supporters have echoed that, asking editors and programmers why the surprisingly robust support for

higher-paying jobs, and more of those women are, in turn, marrying men in similarly remunerative positions can't help but make inequality worse than it would otherwise be. In other words, the rich are going to get richer if they trade I-dos with each other rather than with, say, what once would have been their secretaries.

On the other hand, though, it depends on what kind of inequality we're talking about. There's the inequality between college grads and non-grads, between the top 1 percent and the rest, between the top 0.1 percent and the rich, and between the top 0.01 percent and, well, you get the idea. The last three are what we mean when we say that inequality is a fractal. The top 0.01 percent have pulled away from the top 0.1 percent just like the top 0.1 percent have pulled away from the top 1 percent and the top 1 percent have from everybody else.

Well, yuppie love doesn't have a lot to do with the fact that millionaire and billionaires have gobbled up a much bigger slice of the income pie. Indeed, as economist Larry Mishel points out, white-collar workers have actually been pairing up at a slightly lower rate in the time that inequality itself has shot up. All of the increase in what economists charmingly call "positive assortative mating"—the rich marrying the rich and the poor marrying the poor—occurred between 1960 and 1980 when inequality stayed pretty flat. Now, it's possible that these things move with a lag, that it's not until couples who married in their 20s hit their peak earning years in their forties that we really see this affect inequality. But even if that's true, it's hard to believe that inequality has continued to rise because of assortative mating at the same time that assortative mating has been declining.

That's not to say that it hasn't mattered. It has, but probably more when it comes to the inequality between people who do and do not have bachelor's degrees than between people who do or do not have vacation homes in the Hamptons. Think about it like this. People who haven't graduated from college not only make less money, but are also less likely to get or stay married than their more educated peers. That means households that already would have been poor are even more so since they only have one income instead of two. How much does that matter? Well, economists Jeremy Greenwood, Nezih Guner, Georgi Kocharkov, and Cezar Santos have been trying to figure that out. They originally estimated that the self-sorting way we marry nowadays had increased inequality about 25 percent before they realized they had made a mistake. The real number was basically zero. But now they have a new study out that claims it's more like 18.6 percent. If we assume the truth is somewhere in between, that means the rise of power couples at the top and single parents at the bottom certainly isn't driving inequality, but is amplifying it.

So don't worry, Mr. and Mrs. High-Earners with your Feel the Bern bumper sticker, that your marriage has made inequality worse. It's not that big a part of it—at least not right now. But, as economist Tyler Cowen points out, it might not be as rosy for your kids. Assortative mating might only increase inequality ever-so-slightly today, but entrench inequality tomorrow. That's because rich parents spend more time and money making sure their kids get a leg up in the never-ending arms race known as college admissions. The result is that poor kids tend to already be behind by the time they just start school, at which point educational advantages and disadvantages begin reproducing themselves even more. The only answer is to try everything—universal pre-K or a stronger safety net or class-based affirmative action—to try to level playing field as much as we can for less well-off kids.

Inequality, in other words, is about the head and the heart, and the more it's about the latter, the harder it is to solve.

[Column: Candidates: What about faster growth?](#)

THE HILL - Glenn Hubbard

In this season of New Year's resolutions, a suggestion: Presidential candidates and those covering them should focus economic discussion on the most important change needed – faster growth.

Growth and its benefits are being drowned out in campaign discourse and coverage. Concerns over stagnating fortunes of low-and-middle-income Americans have fanned the flames of two political fires in the present presidential campaign – the populist and nativist rhetoric of GOP candidate Donald Trump and the redistributionist rhetoric of Democratic candidate Hillary Clinton. Both the concerns and the rhetoric miss two larger points: More rapid economic growth still offers the best chance for rising fortunes of all Americans. And the populist offerings on the right and the redistributionist offerings on the left harm most the very voters whose concerns place us in this debate.

First, the importance of growth: A significant set of estimates comes from the Obama administration's Council of Economic Advisers in answering the following question. Which change would do more for incomes of middle-income Americans – the resumption of faster growth or an emphasis on less income inequality? If total factor productivity continued at its brisk 1948-73 pace of 1.9 percent per year to the present, incomes would have been about 60 percent higher today. Even if inequality had its actual rise since 1973, the median household would have an income more than \$30,000 higher today. By contrast, if instead inequality remained at 1973 levels with the actual post-1973 productivity increase, the typical household's income would have risen by only \$9000. This difference is large.

So growth matters – a lot, the most. A policy agenda to achieve faster growth must seek to increase productivity and hours worked. A 'productivity' policy thrust emphasizes innovation (support for basic research and a financial system centered more on business than financial engineering, better capital allocation (tax reform to reduce marginal tax rates on business income and make business decisions more reflective of economic fundamentals than the tax code), and enhanced competition (advancing trade deals to open up global markets and cutting back mindless entry barriers to many businesses and occupations). Smart immigration reform can increase hours worked and talent in the American economy. And tax reform can reduce high marginal tax rates on work that affect many Americans – from the superiority for many of government benefits over work that calls out for more generous support for work in the Earned Income Tax Credit and reducing implicit marginal tax rates on work woven into the Affordable Care Act, as well as cutting payroll taxes on older workers eligible for Social Security. These productivity and labor market policies are as sensible and doable as they are absent from coverage of the 2016 presidential campaigns of both parties' front runners.

Given the primary emphasis on growth as the CEA estimates suggest, we should do more to encourage a broader sharing in its benefits. Two changes on the supply side are important. Smarter federal support for low- and moderate-skilled workers can help them move within the country toward places with more promising opportunities for them. The fear of losing state benefits can keep a worker frozen in place. Complementing traditional Unemployment Insurance with federal Personal Reemployment Accounts that would provide income and private training support would be a step in the right direction. Health care reform that improves markets for health insurance and health care – in contrast to the costly doubling down on the current system under the Affordable Care Act – can slow health care cost growth. As a consequence, more employee compensation growth can flow into wages, improving workers' incomes. On the demand side, tighter labor markets will raise incomes for all workers. Key policy elements here are business tax reform to increase investment demand and federal-state-private partnerships to boost infrastructure spending in the context of a comprehensive strategy for the nation.

Second, through these lenses, the overtures to the 'middle class' from presidential candidates can be assessed. On the one hand, Secretary Clinton's emphasis on growth-limiting tax increases and greater income redistribution will do relatively little to enhance incomes of average Americans, as the Obama CEA calculations suggest. And raising taxes on businesses and entrepreneurs will reduce employment opportunities and income growth. On the other hand, the anti-trade and anti-immigration policies of Mr. Trump portend a slower-growth future for all Americans, and middle- and lower-income Americans in particular.

There should be a deeper concern with the faulty economics of the front runners: Periods of slow growth raise social as well as economic tensions and can lead to very bad policy, as Harvard economist Benjamin Friedman argued a decade ago in his book *The Moral Consequences of Economic Growth*. Secretary Clinton's redistribution-without-opportunity agenda is an example. And Mr. Trump's populist demagoguery is the very fear Professor Friedman expressed. An observation for the new year: Faster growth — in no small part a policy choice — is the better answer.

[Column: 2015 in review: How income inequality pervades the L.A. landscape](#)

LA TIMES - Steve Lopez

Doris Tillman of South Los Angeles had lost her husband, her job and her water service, so she did what people do here in a gilded metropolis that throws curses at people on the fringes — she adapted.

When I think back on the year 2015, I'll conjure up an image of Tillman at 71, bending into a five-gallon water jug and hoisting dead weight onto her spiny knee before stumping over to the kitchen, an athletic move perfected out of necessity after nearly a year without running water.

Tillman had fallen behind on her DWP bills and the behemoth turned off her tap, making her one of about 8,000 customers capped off every month. She disputed the utility's accounting, given DWP's scandalous billing system woes, but was left to make do. Tillman purchased water at a vending machine, did the dishes with the same water that steamed her vegetables, showered at a rec center and learned to survive on 50 gallons a week.

Meanwhile, in another galaxy a few miles away, California's top residential water guzzler was pumping 1,300 gallons an hour — nearly 12 million gallons a year — to quench a lush Bel-Air estate. This, despite an epic drought that turned public parks brown and brought official demands for everyone to scale back.

There was no shutoff or crackdown in Bel-Air, home to four of the state's top five residential water gluttons, whose identities remain a mystery. DWP won't give them up because the customers technically broke no laws, other than moral ones. A DWP official told me that after media prompts, the utility sent someone to the most offending property and advised the owner — who was surprised by his No. 1 status — to summon the royal servants and have them cut the sprinklers already.

Who needs a chart on the staggering concentration of wealth when you've got someone who's barely aware of a \$90,000-a-year water bill and someone just down the road who uses broccoli-steaming water to flush the toilet?

When I think back on 2015, I'll remember the \$35-million Beverly Hills house in mint condition, and the real estate agent who revealed its fate.

It was a tear-down, he told me.

Someone bought it but wasn't thrilled with the layout, so he intended to bulldoze it and build anew.

Hard to forget that, or the Echo Park shoe repairman — Rafael Lopez — who works in one van and lives in another.

Greater Los Angeles is a crazy quilt of prosperity and poverty, with more rags and more riches than entire nations could ever amass, and 2015 brought enough new homeless encampments to make Charles Dickens choke on his shepherd's pie.

They're working on a plan about that in the local halls of power, and here is my bet: It will be just like all the previous plans, which were pretty good but lacked one key element — implementation. Which is why we are where we are, not that it helps when you park a minimum wage economy in a maximum cost real estate market.

Speaking of which, 2015 gave us nonstop talk about a minimum wage increase, thank you very much L.A. Mayor Eric Garcetti, City Council, L.A. County Board of Supervisors. But before you take yet another bow, raising the minimum wage was easy.

What about reconstructing the \$30-an-hour economy that built the middle class in Los Angeles?

Garcetti once said his No. 1 priority was job creation, but he produced so little, council President Herb Wesson stepped up, only to disappear into the same vacuum.

Bucking global forces isn't easy, and government can't create private jobs. But with more coherent planning and a little imagination, it can create an environment that attracts them.

With its shipping ports, great weather, world-class universities and thousands of tech and medical grads, why is Los Angeles so far behind other cities in California and elsewhere in building a living wage economy around biotech?

Why is California ranked near the national bottom in school funding, and when we think about the future of those students, can we focus on something beyond promising \$15 at Burger King in the year 2020?

When I think back on 2015, I'll recall Air Force veteran Rod McIntosh settling for \$10 an hour at Bloomingdale's after making close to six figures in tech, and going to school on the side to give himself a chance to climb back into the ever-elusive middle class.

I'll remember the pride on Rafael Leon's face when he showed me the converted Hawthorne garage he found for his family to live in, even though, with his \$10.25 hourly job in food prep near LAX, he can barely cover the \$800 monthly rent.

I'll recall the look in Martin Saldana's eyes — a mix of determination and fear — when the Boeing C-17 production line shut down in Long Beach and he went from \$40 an hour to about one-third the pay at a nearby factory.

I'll recall Miriam Antonio riding the bus to Fairfax High from her apartment in Koreatown, where she shares a bedroom with her mother — a night-shift janitor — and two brothers. Antonio, driven by a desire to go into politics and serve the needs of families like hers, is determined to get a college scholarship and one day lift her family out of poverty.

In 2015, I hosted a discussion on income inequality at the L.A. Times Festival of Books and keyed on a damning, shameful and all-too-true assessment by USC professor Ed Kleinbard in his book, "We Are Better Than This."

"We are the richest economy in the world, but an extraordinary number of Americans live in poverty. We are the most unequal society of all large peer economies, and even more shocking, we are nowhere near the top in income mobility — the ability to climb from poor to rich or to slide down the opposite side of that hill."

Our work's cut out for us in 2016 and beyond.

My thanks to all the people who let me into their lives in 2015 to tell stories about how we live and who we are. A special thanks to the hundreds of readers who generously donated to Miriam Antonio for her SAT prep courses and other needs, and to Doris Tillman, whose water service was turned back on.

[Income inequality continues to grow in Sacramento region](#)

SACRAMENTO BEE - Phillip Reese

As the economy recovers, the Sacramento region's wealthiest residents have reaped most of the income gains and now control most of the region's income, new census figures show.

Income inequality has come up frequently during this presidential election cycle. Earlier this year, Republican presidential candidate Ted Cruz said those who are doing well are "the top one or two percent, the millionaires and billionaires the president loves to demagogue ... The people who have been hammered the last six years are working men and women." Democratic presidential candidate Bernie Sanders recently called income inequality "the great moral issue of our time."

In the four-county Sacramento region, the poorest 80 percent of households collectively saw average income fall from 2007 to 2014, after adjusting for inflation, with very poor households suffering huge declines. The wealthiest 20 percent of households collectively saw average income rise between 2007 and 2014.

The poorest 20 percent of the region's households now control 3.1 percent of its household income, while the wealthiest 20 percent control more than half of its income... The region continues to be divided along geographic and class lines, with the poor disproportionately residing in some places like North Highlands and Florin and the wealthy disproportionately residing in others like El Dorado Hills ... There is good news for everyone. Between 2013 and 2014, incomes rose across all levels. They just rose much faster for the wealthy than for the poor.

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There is good news for everyone. Between 2013 and 2014, incomes rose across all levels. They just rose much faster for the wealthy than for the poor.

[Transportation as a Racial Justice Issue: White Southern Republicans Opposition to Mass Transit Spending Keep Low Income Black People Mired in Poverty](#)

ATLANTA BLACK STAR - David Love

Transportation as a racial justice issue? A civil and a human right? Although it may not seem to be a sexy or glamorous issue, it is real. They say that it is expensive to be poor in America. And the lack of access to transportation keeps low income and Black people trapped in poverty, with no place to go, limited job opportunities and few pathways to upward socioeconomic mobility.

In a May report in the New York Times, Mikayla Bouchard wrote that the scarcity of efficient and reliable transportation serves as an obstacle for success for low-income folks trying to make it. The findings of a Harvard study were revealing, concluding that commuting time is the single most important factor in escaping poverty. The longer your commute time, the lower your chances that you will make it out. In fact, the authors of the study, Raj Chetty and Nathaniel Hendren, found that the link between transportation and upward mobility is more solid than the relationship between mobility and factors such as test scores, crime and the proportion of two-parent families.

“We should be cognizant of the choices available to inner-city families and residents in high jobless inner-city black neighborhoods,” Harvard sociologist William Julius Wilson told WiscNews, “because they live under constraints and face challenges that most people in the larger society do not experience, or can’t even imagine.”

In a recent report in the Washington Post, Chico Harlan exposes the vulnerabilities of the poor in the Deep South, with the region’s “increasingly pervasive and isolating form of extreme poverty.” As a result of real estate prices and government policies such as dismantling of public housing, the poor have been pushed out of the cities and away from the jobs. Meanwhile, unemployment is high and wages are low, the social safety net has been ripped to shreds, and deep poverty has increased by 24 percent over the past decade. And although they increasingly depend on public transportation, the poor find themselves in the worst part of the country for mass transit.

Harlan noted a 2011 Brookings Institution report, which found that of the nation’s 100 largest metropolitan areas, 15 of the 20 worst transit systems were in the South—including Atlanta, where white suburbanites voted against a transit expansion on the belief that Blacks would have been the primary beneficiaries. Other cities that voted against expansion were Baton Rouge, Louisiana, Birmingham, Alabama and Greenville, South Carolina. This transportation crisis creates social immobility and increased chances that someone born into poverty will remain there, unable to lift up the economic ladder to prosperity.

When it comes to a variety of indices, including life expectancy, income, households with bank accounts, low upward mobility, and children living in single-parent homes, the states of Louisiana, Mississippi, Alabama, Georgia and South Carolina find themselves at the bottom of the list.

It is no accident that the worst infrastructure and transportation systems are in the Deep South, which traditionally has far less support for mass transit. After all, this region of the country is the center of gravity for the Republican Party. Opposition to investments in transportation is linked to Southern white conservative ideology against Black people. Infrastructure development stimulates economic growth in cities and increases U.S. economic competitiveness. Yet, conservative Republicans who rule much of the South oppose it because they are against tax increases and government programs from which Blacks stand to benefit. In fact, taxes and government programs have become code words for Black people. This was the essence of the Republican Southern Strategy, to replace the “N word” with talk about economics and taxes, with an understanding that getting rid of government programs means Black people stand to lose more than whites.

This mentality helps explain why governors in Southern states that needed the transportation funding in President Obama’s stimulus package rejected it. And this is why governors in states such as Florida, New Jersey and Maryland rejected spending on rail projects and transit systems in their states, often in favor of roads, in order to appeal to the Southerners in their party.

However, there are solutions to addressing the long reaching impact of lack of transportation on poverty. For example, the Harvard study supports policies that reduce urban segregation and concentrated poverty, such as affordable housing subsidies, zoning law changes, better public schools and improving childhood environments.

A new study from the Center for American Progress, *An Opportunity Agenda for Renters: The Case for Simultaneous Investments in Residential Mobility and Low-income Communities*, argues that there is a mismatch between where low-income people can afford to live and where the economic opportunities are located. The report suggests investments in low income communities and programs to enable low income people to move into high-opportunity neighborhoods. Some recommendations include using tax policy to increase the supply of affordable rental housing, expand the Low-Income Housing Tax Credit, create a

federal renter's tax credit, provide assistance and counseling to households who want to move to communities with greater opportunity, and eliminate restrictive zoning and land use policies that drive up land prices and make housing options limited and unaffordable for low income people.

Finally, some believe the corporate sector and the wealthy have a role to play in fighting poverty. For example, New York City Mayor Bill de Blasio has enlisted help from corporations and investors in addressing inequality.

"Our city's business and philanthropic communities are critical collaborators in our work fighting against income inequality," de Blasio said in a statement to Bloomberg. "With support of our private partners we are working to strengthen the economy, prepare our future workforce and make our city more equal and accessible."

One of de Blasio's plans to create affordable housing through rezoning, including increasing the density of certain neighborhoods in order to finance the construction of below-market rate units, has faced criticism from community advocates who fear gentrification and tax-break giveaways to wealthy developers.

[Opinion: This is how the holidays expose income inequality](#)

PHILADELPHIA TRIBUNE - Julianne Malvaux

In progressive policy circles, and during the Democratic presidential debates, people are talking about income inequality. Though this phenomenon has always been with us, the activists who are demanding \$15 per hour pay remind us that some have much and too many have too little. Senators Bernie Sanders and Elizabeth Warren have pulled Democrats into the conversation, some kicking and screaming. President Obama, who barely mentioned the word "poverty" in the first six years of his presidency, has recently talked about income inequality.

More than a quarter of all African Americans and Latinos live in poverty, along with about an eighth of all whites. From early December through much of January (the holiday season), poverty slaps them in the face. These holidays are more like an orgy of conspicuous consumption than a celebration of the Christ child's birth.

We have been barraged with television, radio and print holiday ads. Some can only watch the ads, not daring to hope that they can possess any of the things being advertised. Parents are often frustrated by their children's pleas. Struggling to put food on the table, toys are a luxury they can't afford. Meanwhile, the average family will spend almost \$900 on holiday gifts. Some children will receive so many gifts that they have tired of them before Christmas day is over.

Some holiday tables will groan with plenty. Others will feature a modest meal. Hundreds of thousands will eat only because charitable organizations provide Christmas meals, or the fixings for them. Indeed, lots of charities step up during this holiday season, providing gifts and clothing for the young people whose parents can't afford them, or meals for those who will go hungry. Lots of caring people will be photographed, Santa hats in place, serving food at shelters before they sit down to their own meal. While their gesture is much appreciated, too many are missing-in-action in April, July, or October, when there is as much hunger as there is in December.

People shop more on Dec. 26 than on any other day of the year, including the day after Thanksgiving, because post-Christmas sales are great. How many homeless people will they walk by on their way to the department stores? How many who served food on Christmas day will give on the day after Christmas? Many malls do not allow panhandlers on their property. That's a convenient way to avoid reality.

I could go on – some people have no shoes, while others revel in the fur-lined boots they get for the holidays. Some have dozens of coats in their closets, while others are coatless and cold. Some folks have so much “stuff” that they aren’t sure what they have. Others “ain’t got no stuff” and would relish a trinket — a new scarf, a piece of costume jewelry, a box of candy, a token that reminds them that somebody cares.

I’m not condemning fellow consumers. I’m as bad as anyone, my house overflowing with much-appreciated gifts from friends, and little goodies that I’ve purchased myself. In facing my own consumerism, I’m not doing any holiday shopping this year. I am in solidarity with the Black Lives Matter folks who have done my spirits well when they disrupted Chicago’s Magnificent Mile (keep it up, y’all).

I’m not writing to criticize those who spend during this holiday season. I’m writing because I want those who are cognizant of the ways income inequality affects the holiday of our nation’s poor to consider activism around inequality issues during the rest of the year. We need people to pressure Congress to pass more legislation to create jobs and income supplement opportunities. We need more opportunities for people to participate in SNAP (Supplemental Nutritional Assistance Programs, or food stamps) to prevent hunger. We need folks who are willing to serve justice, not just food. We need to talk to young people about income inequality, suggesting that they donate just one of the dozen toys they receive to another young person in need. Compassion is wonderful; compassion plus action is a winning combination.

When you drive by homes that are amazingly decorated with blinking lights and spellbinding ornaments, it is almost impossible not to enjoy the riveting display. There is nothing wrong with enjoying the profligate display of holiday cheer (an acquaintance told me that he spends more than \$2,000 to develop his display). There is something wrong if “peace on Earth, goodwill to all” is only a reality during this holiday season.

[Opinion: Economic freedom, the surest path out of poverty](#)

PHILLY - Anthony Davies, James Harrigan

Once again, the Fraser Institute has released its annual Economic Freedom of North America report. And once again - unsurprisingly- the United States is in a downward spiral.

Over the past 15 years, the United States has dropped from an 8.6 on Fraser's 10-point scale to a 7.7. In 2000, Fraser ranked the United States as the most economically free country on the planet. Today, we are 14th - less economically free than Canada, the United Kingdom, Switzerland, and the United Arab Emirates.

What does this mean? Ultimately, it means that the United States, once the gold standard of freedom both political and economic, has slipped - badly.

At the same time, the rest of the world is learning what we are in the process of forgetting: Enhanced economic freedom makes everyone's lives better.

Consider the facts. For the first time in human history, the extreme poverty rate has fallen to less than 10 percent worldwide. Since 1990, the number of humans living in extreme poverty has fallen by 1.2 billion, even while the total number of humans has grown by two billion. While this does not mean that the vast majority of the globe's inhabitants are living according to U.S. standards, it does mean that the global standard of living is rising, and quickly.

What is the source of this income growth? The data are clear: economic freedom.

Economic freedom is the ability to make economic decisions for oneself rather than having those decisions imposed by a government. Comparing Fraser's economic freedom measures to government and United Nations quality-of-life measures yields a fascinating and consistent pattern.

Across countries, states, cities, and time, societies that enjoy higher levels of economic freedom enjoy higher quality of life. On average, they have higher incomes, less unemployment, less poverty, less income inequality, less gender inequality, less child labor, less pollution, and less violence.

All these outcomes that people associate with healthy societies are also associated with economic freedom. Why? Because economic freedom means that the people who have to live with the consequences of economic decisions are also the people who have the right to make those decisions. When members of society are forced to live with the consequences of their own choices, they ultimately, and sometimes unknowingly, make the world a better place.

We know this because poverty is becoming an aberration. It has already become such an aberration that people in developed countries have largely lost sight of what poverty truly means.

Americans who wag their fingers at the "1 percent" are unaware that most of them are "99 percenters" only within the United States.

Remove the distinction of national borders and America suddenly becomes a country almost entirely comprised of 1-percenters. To get into the top 1 percent worldwide, all a person needs is a job paying at least \$35,000 a year. The threshold for attaining "middle income" globally is generally taken to be \$10 per person per day. For a family of four, that's \$14,600, or almost exactly what a full-time minimum-wage U.S. worker earns in a year.

Of course, there are still some truly poor among us, and they deserve our utmost attention. Those who are truly concerned about helping the poor, rather than using them as an excuse to impose favored social policies, must look to economic freedom. In a world of imperfect humans, economic freedom is the one force that has shown itself - across cultures, geographies, and time - to be capable of lifting up all peoples.

[Region at a crossroads as home-buying power shrinks](#)

SEATTLE TIMES - Sanjay Bhatt

If you own a home in the Seattle area, consider yourself lucky.

The area's rapid population growth is outpacing new-home construction and helping to drive up home prices faster than gains in household income. The run-up threatens to make homes unaffordable to a typical household and challenges policymakers to come up with solutions.

In King County, ground zero for the population explosion, the median price of single-family homes sold this year through November is \$479,000, surpassing the previous peak in 2007. Both King and Snohomish counties saw median prices climb about 9 percent over the year.

While home prices rose, rents soared: The fourth quarter's average rent of \$1,460 in King and Snohomish counties was 11 percent higher than a year ago, the fastest climb in nearly a decade, according to market researcher Apartment Insights Washington.

Thousands of new apartments in high-rise luxury towers are skewing the market's average rent higher,

but even older properties' rents have outpaced inflation.

"That makes it hard for these renters to convert from renters to homeowners even though it would make a lot of sense to buy a home right now if you plan to stay in a home for a few years," said Svenja Gudell, chief economist at Seattle-based Zillow, the real-estate website.

Improving transit options would alleviate some of the imbalance in home prices and rents, experts say. For example, Sound Transit's ridership has hit new highs on its commuter rail lines from Everett and Lakewood, where housing is more affordable.

"Because of our woefully inadequate mass-transit infrastructure, it takes a long time to get from A to B," said Matthew Gardner, chief economist at Windermere Real Estate. "It costs \$980 for a two-bedroom apartment in Kent and more than \$3,000 for a two-bedroom apartment in Belltown, and they're 15 miles apart."

The affordability challenge is not just a local problem. Nationally, it's a trend that's not sustainable.

"Whether you're looking to rent or looking to buy, if you're in the bottom one-third of the socioeconomic continuum, you're really challenged to afford to live somewhere," said Rick Sharga, executive vice president at Auction.com, an online real estate brokerage. "That's just not a tenable situation for the long term."

"Not much to buy"

Even if Seattle-area first-time buyers qualify for a mortgage and have a 20 percent down payment, they're up against the worst shortage of homes for sale in more than a decade.

To appreciate just how tight the housing market is, consider these numbers:

State planners estimate that King, Snohomish and Pierce counties added 60,970 residents as of April 1 this year. Other state data suggest a bigger migration: More than 98,700 people moving from out of state to those three counties were issued driver's licenses from January through November this year.

Over the same period, agencies issued building permits in the three-county area for just under 23,600 new housing units — and the vast majority of them are apartments.

And the number of existing houses for sale is paltry compared with demand.

"There's just not much to buy," said Nela Richardson, chief economist at Seattle-based Redfin, a residential real-estate brokerage.

Desirable homes that come on the market are gone in a blink: In November, the Seattle area was the second-fastest market in the nation for home sales after Denver, with houses spending a median of only 16 days on the market, Richardson said.

"The fact that it's that fast this late in the year is incredible," she said. "We haven't seen the seasonal ebb in demand."

Economists say they expect the tight inventory to loosen slightly in 2016. With home prices rising, more owners with mortgage debt will have greater equity and be able to sell their homes without a loss.

Moreover, the cost of borrowing money is expected to rise, even as housing economists expect local median home prices to climb between 5 and 7 percent. That combination will cut into demand, especially

from some homebuyers on modest budgets.

The Seattle area's long-term trajectory is toward substantially less affordability, according to research firm Moody's Analytics, which tracks household income relative to house prices.

Affordability has been on the wane since the first quarter of 2012, when foreclosures spiked and the region's jobless rate was around 7 percent.

While houses in the metro area are still relatively affordable by historical standards, Moody's forecasts that by the end of next year, even with a 20 percent down payment, the typical household won't have enough income to qualify for a median-priced home.

Because median wages have stagnated, any increase in mortgage payments "is going to make it more difficult for these folks to afford homes," said Rodney Rancharan, a public-policy professor at the University of Southern California.

Pressure to rethink zoning

The shortage of homes for sale is a national problem, but in Seattle, the problem is magnified.

"You're a microcosm of the rest of the country, but you're probably experiencing it on a higher level of severity," said Auction.com's Sharga. "With very little land available and little new home building, it begs the question of where people are going to be able to buy a house."

Excessive zoning rules drive up the cost of producing new housing, especially multifamily units, and exacerbate income inequality, the White House's top economist said in a recent speech.

Rob Harrison, a local architect who designs multigenerational homes, said Seattle's single-family zones must be opened up to more diverse housing types and small commercial uses.

According to a city planning document, single-family zones cover more than three-quarters of the land in Seattle designated for residential and mixed-use development.

"The real need is to make it possible for more people to live in what are now single-family zones," Harrison said. Before Seattle's current zoning was put in place, "small apartment buildings, corner stores, duplexes, cottage developments and so on were mixed in with single-family houses."

Redfin's Richardson said cities can accommodate growth and be inclusive by rethinking their zoning policies, but it doesn't need to be a choice between high-rises and single-family units.

"Five to six-unit condos would solve Seattle's density problem," she said. "It doesn't have to be a high-rise situation."

Last summer, Seattle Mayor Ed Murray proposed to expand the types of housing allowed in the city's single-family zones upon the recommendation of a 28-member committee.

But Murray withdrew his proposal after fierce opposition from some vocal opponents who feared the proposal would unleash runaway development that would destroy neighborhoods' character and might not increase the supply of affordable homes.

Some observers say state lawmakers should revisit — especially in King County — the state's 1990 Growth Management Act, which limited development.

“You can’t just presume that we can accommodate all this growth with people living in high-rises,” said Matthew Gardner, chief economist at Windermere Real Estate, the region’s largest residential brokerage. “We need to at least broach the idea of potentially expanding it beyond the de minimis amount of annexations we’ve seen.”

While government planners say King County has “sufficient capacity” for housing growth, their methodology is flawed because it doesn’t reflect the realities on the ground, said Shannon Affholter, executive director of the Master Builders Association of King and Snohomish Counties.

For example, outlying unincorporated areas may have land but lack roads and utilities. Lots in attractive areas may not be available for sale or be too expensive to develop.

“If we don’t get a better understanding of what’s buildable or not, we’re going to price people out of this region,” Affholter said.

[The top stories of 2015](#)

ALBANY BUSINESS REVIEW - Robin Cooper, Liz Young

It was a drama- and suspense-packed year with stories of corruption at the capitol, a billion-dollar deal between computer chip makers and Gov. Andrew Cuomo's quest to make New York the first state in the country to adopt a \$15 an hour minimum wage.

There was the months-long chase for \$500 million in state money to propel the economy and a three-week chase for two escaped convicts who were hiding out in the Adirondack Mountains.

As we head into the new year, here is a look at some of the biggest stories of 2015 and what they mean going forward.

The Fight for \$15

Wage stagnation and income inequality have been the driving force behind the national campaign to increase the minimum wage to \$15 an hour. Gov. Andrew Cuomo jumped behind that effort in the spring when he started pushing for fast-food workers to be the first to receive a \$15 an hour wage.

The governor did not stop there. By late summer, Cuomo announced that he wants to increase the wage floor to \$15 an hour for everyone, making New York the first state in the country to do so.

Now, the debate is headed to the capitol for the upcoming Legislative session. The business community is left on the sidelines waiting for a decision so executives can determine the full impact of the proposed wage hike.

Corruption in Albany

The convictions of two of the most powerful politicians in New York state government was one of the biggest storylines in Albany in 2015 and the aftermath will carry into the new year.

Former Senate Majority Leader Dean Skelos and his son Adam were convicted this month on eight counts of bribery, conspiracy and extortion. Federal prosecutors focused on how the former senator used his public office to direct payments to his 33-year-old son. The Republican lawmaker also directed more than \$300,000 to his son from companies with business before the state, prosecutors said.

The guilty verdicts came one week after former Assembly Speaker Sheldon Silver was convicted on

charges of honest services fraud, extortion and money laundering.

The convictions were the latest in a string of corruption cases involving state lawmakers. What follows, besides the sentencing of Silver and Skelos, will be the next actions of U.S. Attorney Preet Bharara, who oversaw the two cases.

Bharara also is investigating Gov. Cuomo's Buffalo Billion project for western New York, which has been praised as a model for revitalizing upstate. Part of that investigation involves subpoenas for documents at SUNY Polytechnic Institute in Albany. The school's leader Alain Kaloyeros is managing the Buffalo Billion project.

Year of transition for GlobalFoundries

GlobalFoundries completed the acquisition of IBM Corp.'s computer chip business. IBM agreed to pay \$1.5 billion and hand over control of 16,000 patents to GlobalFoundries. In exchange, GlobalFoundries will make chips for IBM for the next decade.

The deal closed during a down cycle in the semiconductor industry. Following the acquisition, GlobalFoundries announced an employee buyout plan and layoffs at its factories in Vermont, East Fishkill, New York and Malta, New York, where the company has built a \$12 billion manufacturing plant over the last six years.

The question heading into the new year is what is next for the computer chip manufacturer. GlobalFoundries secured an option to buy an additional 135 acres in Malta, which gives the company enough space to build a second plant.

There also have been reports that GlobalFoundries owner, Mubadala Investment Co., an arm of the Abu Dhabi government, is searching for potential buyers for its computer chip business.

From rockstar to bankruptcy

When Quirky opened its customer service center in Schenectady in 2014, the city celebrated. The state agreed to award \$500,000 in tax credits to the crowdsourcing startup, and the company was hailed as an example of how much potential the region had to attract the next big idea.

Quirky formed partnerships with big-name established companies such as Mattel Inc., to crowdsource new toys for the Barbie, Fisher-Price and Hot Wheels brands, and Harman, to gather ideas for headphones. The company also raised more than \$185 million from investors including General Electric, Andreessen Horowitz and Kleiner Perkins Caufield & Byers.

This summer, founder and former CEO Ben Kaufman announced that the company was running out of money. Soon after, the company filed for Chapter 11 bankruptcy protection. More than 100 employees were laid off. Kaufman resigned as CEO. And a bankruptcy court judge approved the sale of Quirky's assets for \$4.7 million to Q Holdings LLC.

There have been reports that GE believes that its reputation was damaged because of its partnership with Quirky. GE contested the bankruptcy sale and the decision to include 62,000 co-branded products.

A Triple Crown winner comes to Saratoga

When American Pharoah won the Belmont Stakes, becoming the first horse in 37 years to win the Triple Crown, it brought new energy to the Saratoga summer racing season. The 40-day meet at Saratoga Race Course already is the Albany region's biggest sporting event, attracting close to 1 million fans each year.

Less than a week before Saratoga's biggest race, the owners of American Pharoah and Hall of Fame trainer Bob Baffert confirmed that the 3-year-old would race in the Travers stakes. More than 15,000 fans showed up just to watch American Pharoah work out, the day before the big race.

The New York Racing Association, which manages the track capped ticket sales at 50,000 and the Travers day tickets quickly sold out. The race itself added more drama what already was a big year for the sport. Keen Ice, a horse whose owners include a Troy financial planner and a wealth advisor from Saratoga Springs, outran American Pharoah down the homestretch to win the \$1.6 million race.

State money competition

Communities across upstate spent months and in some cases millions of dollars creating plans to create jobs. The work was all part of Gov. Cuomo's \$1.5 billion Upstate Revitalization Initiative, part of his plan to rebuild the upstate economy.

Leaders in Albany came up with a plan to create 40,000 new jobs by growing on of the region's largest industries, health care. The plan also included investments in urban areas and an expansion at the Port of Albany.

When the winners were announced in December, Albany ended up with a \$98 million consolation prize. The three regions selected to win \$500 million shares of the \$1.5 billion in funding were Central New York, the Finger Lakes and the Southern Tier.

Now, Albany leaders are working to come up with a plan to determine which parts of their economy revitalization plan will move forward without the anticipated windfall from the state.

Manhunt

Convicted murders David Sweat and Richard Matt tunneled their way out of Clinton Correctional Facility in Dannemora on June 6, prompting a 22-day manhunt. The search for Sweat and Matt through the Adirondack Mountains became a national story as more than 1,300 law enforcement officials combed through the woods, hunting camps and small Adirondack towns. Matt was shot and killed. Sweat was shot two days later and is back in prison.

The search, which cost the state an estimated \$1 million per day, led to big increases in overtime pay. It also led to contracts for Albany-area mechanical contractors who were hired to repair pipes, fences and walls that were damaged when Sweat and Matt escaped.

[Only One Day Until It's An Election Year](#)

FORBES - Doug Schoen

We've been in full election mode for months, but tomorrow marks the official start of an election year.

It has been the summer of Trump and then the fall of Trump and I don't expect the winter of Trump to become any less Trump filled.

Heading into the New Year – and the Iowa caucuses – Trump is by far and away leading in general election polling. Ted Cruz is his only real challenger nationwide with 18% to Trump's 39% in the latest CNN/ORC poll. But in Iowa, the two are tied with 31% apiece in the Gravis poll. And Trump holds a six-point lead over Rubio in New Hampshire, where Cruz is 11 behind the frontrunner.

But even with Cruz lagging behind in New Hampshire, it's essentially a two-man race right now. Both Trump and Cruz are appealing to the electorate's hunger for political outsiders. Despite the fact that Cruz holds public office, his entire mantra is about pushing back on the establishment – an attitude that has broad appeal.

Over 60% of Republicans want to see an outsider take the White House and over 80% of Americans believe that politicians are more interested in advancing their own interests than those of their constituents. In this way, Cruz and Trump both present viable choices for GOP voters with Trump offering a more authentic populist platform. The fact that Trump has honed in on how critical income inequality, entitlements and healthcare is to the populace puts him leagues ahead of the other Republican challengers. He knows to say that the economy is rigged against the average American and that we need to save Social Security and Medicare. He also knows to champion a progressive taxation system, even though his plan ends up being a big tax cut for the wealthy.

Is Trump sounding like Bernie Sanders? You're not alone in thinking this. Trump is even for single payer healthcare. If you're mad as hell and not going to take it anymore, these are the two candidates for you which explains why Sanders is currently trying to syphon off Trump voters. And with 50% of voters admitting that they'd be embarrassed to vote for Trump, it's a smart plan.

But that doesn't mean that Sanders is going to be taking home the Democratic nomination. Hillary Clinton still holds a sizeable lead nationally with upwards of a 20-point edge in recent polling. She's also far ahead in Iowa where the latest Gravis poll puts her up 18-points over Sanders. It's a different story in New Hampshire, though, where the Real Clear Politics average shows Sanders with a 5-point lead over Clinton. With New Hampshire being right in his backyard, it's no surprise that he has an edge, albeit within striking distance for Clinton.

[Opinion: The Strange Silence of Your Presidential Candidates \(and What You Can Do About It\)](#)

HUFFINGTON POST - Matthew Chapman

During recent debates, the presidential candidates have talked about terrorism, gun control, Russia, Syria, Iran, Libya, immigration, war, abortion, taxes, feminism, education, religious liberty and even income inequality. But when it comes to science, they are more or less silent. This is strange because nothing will have a greater impact on our economy, our health and on the health of our planet. Science will, in fact, determine our entire future. Do science and technology therefore deserve a presidential debate all to themselves?

This is the contention of [ScienceDebate.org](#) whose supporters now include hundreds of science organizations; more than 20 Nobel Laureates; former energy secretary Dr. Steven Chu; Elon Musk of Tesla; numerous journalists, writers, artists and the actors Johnny Depp and Mark Ruffalo; over 100 universities and university presidents; many tech leaders; and tens of thousands of scientists, teachers, professors, doctors and ordinary voters.

In both 2008 and 2012, [ScienceDebate.org](#) persuaded Obama (twice) and McCain and Romney to give written responses to the organization's 14 Most Important Science Questions developed by its signatories. On both occasions when the candidates' answers were published in print and online, they reached over 800 million people. A recent poll found that 86% of American voters want the candidates to attend a science debate. This election, [ScienceDebate.org](#) has been joined by the National Geographic Channel as a potential broadcast partner for a live, televised debate.

To appreciate the absurdity of NOT having a science debate, check out the recently released top science stories of 2015 from Scientific American and Nature. Here are a few of them:

* A cheaper and vastly improved method of gene editing (the CRISPR-Cas9 system) has great promise for curing diseases, but it raises such profound ethical issues that 500 scientists and legal experts convened a global summit to discuss whether researchers should be allowed to edit human genes as was done in China earlier in the year.

* The Paris climate agreement was a rare instance of politicians (from 195 countries) acting on matters that won't pay off until long after they've left office. In America, however, there is still opposition to even the idea of human involvement in climate change, so whether we'll implement the agreement depends to a large extent on the results of the coming election.

* Since Obama announced his Brain Initiative at the end of 2014, there have been fascinating developments in brain research, including the possibility that inflammation in the brain caused by the immune system might be responsible for such things as depression, autism and Alzheimer's disease. (Funding for research into mental illnesses, however, still remains low despite the devastating impact it has on families and on the American economy.)

* Ebola was the biggest disease story of the year, in part because of the hysteria and incompetence of terrified elected officials. Scientists, however, quietly went about the business of trying to understand the disease and provide a cure. A promising vaccine has now been developed. (As a side note, vaccines, the greatest public health benefit science has ever provided, is still "controversial" both on the right and the left.)

* Government funded space exploration brought new insights into Pluto and Mars. (And NASA continues to tell us a lot about our own planet and its health.)

* Scientific research into increased earthquake activity in Oklahoma strongly suggested that oil and gas exploration was responsible.

* Volkswagen admitted to a gigantic scam. Car computers tweaked diesel engines while they were being tested so they appeared to be compliant to environmental regulations, then caused them to revert to an illegal and dangerously toxic output when on the road.

* Obama announced the Precision Medicine Initiative which will award grants to organizations looking for "links between disease risk and genetic and environmental factors." This could eventually make medicine both more accurate and effective and also cheaper.

* There was a massive data breach in the US Office of Personnel Management computer system leading to the theft of over 21 million records. Apart from a few snide remarks about one candidate's email problems, cyber security has not been seriously debated.

* Meteorologists determined that 2015 was the world's hottest year since records began.

Among the many other issues not mentioned in either article are the potential dangers of artificial intelligence and robots; the fact that Russia and America still have about 1800 nuclear weapons pointed at each other; that species loss continues; and that oceans are polluted, getting fished out and are rising.

If, having read the above, you still don't think candidates should attend a debate where they discuss their science and technology policies, one can only hope the Brain Initiative soon finds a way to help you.

If, however, you're one of the millions of voters who want this debate, why not give yourself an end of year gift by supporting ScienceDebate.org?

[Eight Issues That Could Shape Politics in 2016](#)

NBC NEWS - Leigh Ann Caldwell

The 2016 presidential election has largely been defined so far by personal attacks and horse race polling. But significant policy differences exist between the candidates, especially Republicans and Democrats. And while those differences will be hashed out on the campaign trail over the next 11 months, some topics are destined to help define the nation's next election.

Here are some of the issues to watch in 2016.

1. The Economy and Jobs

Elections are usually categorized into one of two compartments: the economy or foreign policy. For instance, the 2004 election, just three years after 9/11, was undoubtedly a foreign policy election. In 2008, the election was economic focused as the recession had just begun.

In 2016, it's still unclear if this will be a foreign policy or economic election. Millions of Americans feel left behind as wages have stagnated and the middle class shrinks. But the rise of ISIS and the recent terrorist attacks in the west have revived fears about terrorism.

For the first time since 2007, respondents in the NBC News/WSJ poll say terrorism, not the economy, is the most important issue to voters.

Republicans and Democrats can't even agree on the importance. While Republicans say terrorism is the most important issue, Democrats still say it's the economy.

2. Terrorism/Foreign Policy

With the rise of ISIS, the terror attacks in Paris and San Bernardino, increased tensions with Russia, a nuclear deal with Iran, the prolonged involvement of U.S. troops in Afghanistan and the entrance of U.S. military advisers into the war in Syria, the importance of foreign policy — especially terrorism — is a critical issue for voters.

In the latest NBC News/WSJ poll, 40 percent of respondents say terrorism is most important — more than any other issue — compared to just 21 percent who said so in April.

3. Federal deficit and budget

Government spending is a top priority for Republicans. According to Pew Research, nearly eight-in-10 Republicans said in September that the budget is "very important" to their vote. Only six-in-10 Democrats thought it was "very important." This dovetails right into the concerns over the size of government, which Republicans are also more concerned about.

4. Wall Street/Equality

While Republicans are concerned about the size of government, Democratic voters are most concerned about income inequality and the role of Wall Street financial institutions. All three Democratic candidates have unveiled plans to reign in Wall Street and the issue is Vermont Sen. Bernie Sanders' central plank.

5. Health Care

Health care consistently is mentioned as an important for voters but why healthcare is important diverges at political identity. Republicans are more interested in repealing and replacing the Affordable Care Act

while Democrats are more concerned with expanding access to healthcare. Both parties are concerned about the cost.

6. Immigration

Like health care, the issue of immigration is an issue that continuously comes up on the campaign trail and one that is concerning to the electorate for different reasons (see *Rubio v Cruz*). Republicans are more likely to want to control immigration and increase border security while Democrats are often more interested in a plan to address the undocumented immigrants living in the U.S.

That is evidenced on the campaign trail when Republican candidates have adopted an enforcement and border security approach while Democratic candidates discuss ways for immigrants to assimilate and stay in the U.S.

7. Environment and Global Warming

This is an issue important to Democrats but barely on Republican voters' radar. According to Pew Research, it's the issue that has the biggest split between Republicans and Democrats. While 74 percent of Democrats say it's important, only 37 percent of Republicans do. If the voters of the two parties can't even agree on its importance, it's even more difficult to agree on what to do about it.

On the campaign trail, Republicans talk about the environment in the form of an overzealous Environmental Protection Agency hindering the economy with heavy handed regulation. Democrats promise to remake the American economy and energy sector to be more environmentally friendly and to address climate change.

8. Guns

In the wake of numerous mass shootings, guns is a consistent theme in the political discourse, even so after the San Bernardino attacks. Still the issue is not likely to rise to the same importance of the economy. Republican candidates promise to protect gun ownership with some Republicans, including Donald Trump and Jeb Bush saying that it's going to be difficult to prevent mass shootings. Democratic candidates are vowing more regulation and oversight of guns as a way to prohibit mass shootings.

[“Deaths of despair” are killing America’s white working class](#)

QUARTZ - Anne Case

Income inequality has fueled much of the political debate in the US over the past year. The presidential campaigns of Bernie Sanders and Donald Trump in particular have capitalized on the dissatisfaction of white working-class Americans—defined here, broadly speaking, as men and women with less than a college degree.

It's well established that working-class Americans of all races have borne the brunt of the economic slowdown that the US has experienced since the late 1970s. But in 2015, an economic study I co-authored with Angus Deaton found that white working-class Americans are also increasingly dying from suicide, alcohol and drugs. Their physical and mental distress may be creating a less obvious, yet powerful, wind in the sails of Trump and Sanders this political season.

The economic disadvantages experienced by less-educated people are clear. The Bureau of Labor Statistics reports that median wages for people with at least a college degree were 80% higher than those with a high school degree in 2014. Private-industry workers with incomes in the top 25% were twice as likely to have access to a retirement plan—and nearly three times as likely to have health benefits—as

workers in the bottom 25%.

Differences in education are also associated with marked differences in mortality. For half a century, the mortality rates of white middle-aged Americans (people between ages 45-54) fell by about 2% a year. But starting in the late 1990s, their mortality rates began to rise. Mortality rates in this group have continued to increase through 2014, driven primarily by the deaths of men and women with a high school degree or less.

The biggest factors behind the uptick in mortality among white middle-aged Americans are so-called “deaths of despair”: deaths by suicide, accidental drug overdose, alcoholic liver disease and cirrhosis. Increases in deaths of despair have been large enough to outweigh the progress made in reducing mortality rates from cancer and heart disease, the two biggest killers of middle-aged people.

Rates of death by drug overdose and suicide rose for all white middle-aged people, regardless of education. But the increases were particularly high for those whose education stopped at or before graduating high school.

In 1999, for example, people in this group died from accidental drug and alcohol poisonings at four times the rate of Americans with a bachelor’s degree or more. By 2013, they were dying at seven times the rate of their better-educated peers. In 2013, they also committed suicide at more than twice the rate of people with more education, and died from alcoholic liver disease and cirrhosis at five times the rate of those with a college degree.

Is there a link between the economic decline of the working class and increasing deaths from alcohol, drugs and suicide? And does rising economic inequality play a role in the increasing disparity among those who die from deaths of despair? At this point, we can only speculate.

However, it’s worth noting that while lower-skilled jobs have also declined in European nations, these countries have not experienced a parallel rise in deaths among middle-aged people. European countries have better social safety nets than the US, and workers with less education may be better protected by European social policies.

European countries have also been more reluctant than the US to embrace prescribing potentially addictive painkillers. In the US, meanwhile, drug policy and social policy are driven by a new kind of golden rule: he who has the gold makes the rules.

As the gold becomes more highly concentrated among the wealthiest US citizens, policies that protect the working class have become harder to pass. Trump and Sanders have very different ideas about what helping lower-income Americans might look like. But it’s clear that many white Americans in that demographic feel that they are in crisis—and that the candidates, seeking to harness what is a substantial voting bloc heading into 2016, are shaping their campaign platforms around an audience that feels increasingly invisible.

[Here’s a bold proposal to make renting more affordable](#)

FUSION - Latoya Peterson

Homeowners have enjoyed a tax deduction and incentives to buy properties for years now. But as even as more young Americans become homeowners, income inequality and a growing wage and skills gap means people from this generation are facing dramatically different realities.

The Center for American Progress has a radical proposal: create an “opportunity agenda” for renters. Published Dec. 16, the 42-page report summarizes the rising rental crisis in the United States:

–Half of all renters spend more than 30% of their income on housing, and 26% spend more than half of their income on housing.

–Extremely low-income renters face a housing shortage: there are only 28 “affordable and available” rental homes for every 100 households.

–In spite of the building boom, “barely one-third of new rental units are affordable to the median renter.”

–After paying rent, the average low-income household only has \$15 a day to cover food, transportation, and other living expenses.

In a perfect world, the free market would self-adjust, meaning that renters and landlords would figure out what the market could bear and then match with each other. But even with overwhelming demand for affordable housing, the supply of luxury housing dramatically outstrips lower priced rentals, even as some cities are being accused of “overbuild.” This creates affluent areas of high opportunity, only available to people with high incomes and flawless credit. Most affordable housing is pushed off to areas that are less desirable, with cheaper land and fewer amenities.

The Center for American Progress, which is a progressive think-tank and advocacy group, makes a point to explain that “communities of concentrated poverty often lack amenities such as high quality schools, day care options, parks, and access to job markets.”

All of this impacts day-to-day life in a major way. Without good schools, parents are hard-pressed to get their child a decent education, often having to stretch their budgets even further to afford private or parochial school. A bad daycare situation can derail earning power until a child can enter kindergarten. And most of the places that feature affordable housing require a commute to job-rich areas—meaning reliable transportation is a must. For someone trying to escape poverty, this matrix of obstacles can be daunting.

So, how do we fix the problem?

The Center for American Progress study advocates for a two-pronged policy approach that includes investments in economically depressed areas, as well as promoting the movement of poor people into areas of “high opportunity.” Unlike poverty-stricken areas, those neighborhoods high-wage jobs, short commute times, access to traditional banking institutions, low high-school dropout rates, and low unemployment rates. The government could promote neighborhood mobility by changing zoning laws and putting more funds into the federal housing voucher program, according to the study’s authors.

As far as investments to revitalize neighborhoods go, the Center for American Progress argues for an expansion of an existing tax credit that helps low-income renters, and the creation of another.

Today, the main way the government incentivizes the private market to provide low-income housing is through a program called the Low Income Housing Tax Credit. The program provides landlords with tax credits, as long as they maintain affordable units for 30 years.

It may seem like a sweet deal, but affordable housing supply has not kept up with demand, leaving renters to plow substantial portions of their income into housing costs. Those who eventually want to buy a home find it difficult to save for a down payment, and all the time they’re paying rent, they’re losing out on the tax breaks offered to homeowners.

Here’s where the idea of a new renter tax credit comes in. This credit would also go to landlords, those who rent units to low-income or very low-income renters and ensure that they are not paying more than

30% of their income in rent.

The Center for American Progress borrows this idea from the Center on Budget and Policy Priorities, which published a study in 2013 looking at the current federal tax code. It found more than half of federal spending on housing helps households with incomes over \$100,000. The CBPP writes:

“a renters’ credit capped at \$5 billion—costing less than 3 percent of total federal homeownership tax expenditures—could assist about 1.2 million of the lowest-income renter households. It could reduce each household’s monthly rent by an average of \$400; its value alone would lift 270,000 families out of poverty and lift four of five of the poorest families it assists out of deep poverty.”

Considering how much our tax code benefits landlords, isn’t it time to give the renters a break as well?

###

From: [Phillip Walzak](#)
To: [emma maguire 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](#); [Salazar-Rodriguez, Prisca](#)
Subject: Re: Meeting hold
Date: Monday, January 04, 2016 10:47:39 AM

will do whatever

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

will make myself available.

#

this is a personal account - for official business please email at 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: [John Del Cecato](#)
To: [Salazar-Rodriguez, Prisca](#); [Geri Prado](#)
Cc: [Snyder, Thomas](#)
Subject: Re: MBDB: [REDACTED] Prep Call
Date: Monday, January 04, 2016 3:38:18 PM

I'll be on a plane to Ohio – but please do you thang without me

From: "Salazar-Rodriguez, Prisca" <PSalazar-Rodriguez@cityhall.nyc.gov>
Date: Monday, January 4, 2016 at 1:54 PM
To: Geri Prado [REDACTED]
Cc: "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>, John Del Cecato <jfdc@akpdmedia.com>
Subject: Re: MBDB: [REDACTED] Prep Call

Nothing else works on our end. It's ok unless Tom thinks otherwise...

Sent from my iPhone

On Jan 4, 2016, at 1:13 PM, Geri Prado [REDACTED] wrote:

John had said he couldn't attend so I didn't put him on this list. If it is mandatory for him we might want to see if there is another time I think.

Begin forwarded message:

From: "Salazar-Rodriguez, Prisca" <PSalazar-Rodriguez@cityhall.nyc.gov>
Date: January 4, 2016 at 1:06:37 PM EST
To: "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>, [REDACTED]
[REDACTED] "Arslanian, Kayla" <KArslanian@cityhall.nyc.gov>,
"Almonte, Catherine" <CAlmonte@cityhall.nyc.gov>, "Viguers, Jonathan"
<JViguers@cityhall.nyc.gov>, "Caquias, Paula" <PCaquias@cityhall.nyc.gov>,
John Del Cecato <jfdc@akpdmedia.com>
Subject: MBDB: [REDACTED] Prep Call

<mime-attachment.ics>

From: [Viguers, Jonathan](#)
To: [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [REDACTED]; [Arslanian, Kayla](#); [Almonte, Catherine](#); [Caquias, Paula](#); [John Del Cecato](#)
Subject: RE: MBDB: [REDACTED] Prep Call
Date: Monday, January 04, 2016 5:23:14 PM

We are delayed. Please stand by.

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

From: Salazar-Rodriguez, Prisca

Sent: Sunday, January 03, 2016 9:25 PM

To: Salazar-Rodriguez, Prisca; Snyder, Thomas; [REDACTED]; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan; Caquias, Paula; John Del Cecato

Subject: MBDB: [REDACTED] Prep Call

When: Monday, January 04, 2016 5:30 PM-7:00 PM (UTC-05:00) Eastern Time (US & Canada).

Where: Call in [REDACTED] Code: [REDACTED]

From: [Arslanian, Kayla](#)
To: [Caquias, Paula](#); [Viguers, Jonathan](#); [Snyder, Thomas](#); [Almonte, Catherine](#); [Salazar-Rodriguez, Prisca](#); [REDACTED]; jfdc@akpdmedia.com
Subject: MBDB: [REDACTED] Prep Call
Date: Monday, January 04, 2016 5:45:17 PM

Pls dial in!

MBDB: [REDACTED] Prep Call

Scheduled: Monday, Jan 4, 2016 from 5:30 PM to 7:00 PM

Location: Call in [REDACTED] Code: [REDACTED]

Invitees: Caquias, Paula , Viguers, Jonathan , Snyder, Thomas , Almonte, Catherine , Salazar-Rodriguez, Prisca , [REDACTED] , John Del Cecato

Sent from my iPhone

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [John Del Cecato \(jfdc@akpdmedia.com\)](mailto:jfdc@akpdmedia.com)
Subject: MINI SCHEDULE - Tuesday, January 5, 2015
Date: Monday, January 04, 2016 7:05:46 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, January 5, 2016

WEATHER: Hi of 34 Low of 25, Sunny
ATTIRE: Business
NOTE: [REDACTED]

6:30 - 7:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 AM [REDACTED]
[REDACTED] [REDACTED]

9:00 - 10:00 AM TRAVEL [REDACTED]
[REDACTED] [REDACTED]
Travel Time: 1 Hr.
Car: [REDACTED]

9:00 - 9:30 AM NEWS WITH PETER

10:00 - 11:00 AM MAYOR'S INTERFAITH BREAKFAST WITH FLONYC
Staff Contact: Veronica Lake
Telephone: [REDACTED]
Press Contact: Amy Spitalnick
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

11:00 - 11:30 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

11:30 - 12:00 PM PREP [REDACTED]
Location: City Hall, The Mayor's Office
Travel Time: 30 Mins.

Car: [REDACTED]

12:00 - 1:00 PM PUBLIC HEARING AND SIGNS INTROS. 108-A, 603-A, 604-A, 908-A AND 916-A AND SIGN INTROS. 609-A, 65-A, 128

Location: City Hall, City Council Chamber
Staff Contact: Jon Paul Lupo
Telephone: [REDACTED]
Press Contact: Natalie Grybauskas
Telephone: [REDACTED]

1:00 - 1:30 PM

[REDACTED]
Location: [REDACTED]

1:30 - 2:30 PM

PREP [REDACTED]
Location: City Hall, The Mayor's Office

2:30 - 3:30 PM

ANNOUNCEMENT
Location: City Hall, The Governors Room
Staff Contact: Andrea Hagelgans
Telephone: [REDACTED]

3:30 - 4:30 PM

[REDACTED] [REDACTED] [REDACTED]
Location: City Hall, The Governors Room

4:30 - 5:00 PM

[REDACTED] MEETING
Location: City Hall, The Governors Room

5:00 - 5:30 PM

TRAVEL FROM CITY HALL TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

5:00 - 5:30 PM

(T) CALL WITH PAUL SCHWARTZMAN OF THE WASHINGTON POST

5:30 - 9:30 PM

CALL TIME
Location: [REDACTED]

9:30 - 10:00 PM

TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

1:00 PM – C/M Rodriguez “Support for Roy McGuire” 20 people

2:00PM – C/ M Williams “Gun Violence” 100 People

FLONYC SCHEDULE

10:00 - 11:00 AM

ATTEND THE MAYOR'S INTERFAITH BREAKFAST WITH MBDB

12:30 - 1:30 PM

[REDACTED]

1:30 - 1:45 PM

[REDACTED]

2:30 - 3:30 PM

ANNOUCENMENT WITH MBDB

3:30 - 4:00 PM

[REDACTED]

TOUCHBASE WITH ROXANNE JOHN

4:30 - 6:30 PM

[REDACTED]

6:30 - 7:30 PM

[REDACTED]

From: [Thomas Snyder](#)
To: [Nick Baldick](#); [Jonathan Rosen](#); [John Del Cecato](#); [Ross Offinger](#); [Emma Wolfe](#); [PhilWalzak \(gmail.com\)](#); [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.

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: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [John Del Cecato \(ifdc@akpdmmedia.com\)](mailto:John.Del.Cecato@ifdc@akpdmmedia.com)
Subject: MINI SCHEDULE - Wednesday, January 06, 2016
Date: Tuesday, January 05, 2016 6:19:46 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, January 6, 2016

WEATHER: Hi of 42 Low of 29, Sunny
ATTIRE: Business
NOTE: [REDACTED].

6:30 - 7:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 AM [REDACTED]
[REDACTED] [REDACTED]

9:00 - 9:45 AM TRAVEL [REDACTED]
Travel Time: 45 Mins.
Car: [REDACTED]

9:00 - 9:30 AM NEWS WITH PETER

9:45 - 11:00 AM ATTEND THE 39TH ANNUAL 3 KINGS DAY EVENT OF EL MUSEO DEL BARRIO
Location: 1230 5th Avenue, off 105th Street
Staff Contact: Roberto Perez
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]
Staff Contact: Karen Hinton
Telephone: [REDACTED]

11:00 - 11:30 AM TRAVEL FROM 105TH STREET TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

11:30 - 12:30 PM [REDACTED]
Location: [REDACTED]

12:30 - 1:30 PM PREP [REDACTED]

	Location:	City Hall, The Governors Room
1:30 - 2:00 PM	TRAVEL FROM CITY HALL TO 125 BARCLAY	
	Travel Time:	30 Mins.
	Car:	[REDACTED]
2:00 - 3:30 PM	ANNOUNCEMENT	
	Location:	DC 37, 125 Barclay Street
	Site Advance:	Javon Coney
	Telephone:	[REDACTED]
3:30 - 4:00 PM	TRAVEL FROM 125 BARCLAY TO CITY HALL	
	Travel Time:	30 Mins
	Car:	[REDACTED]
4:00 - 4:30 PM	[REDACTED]	
	Location:	[REDACTED]
4:30 - 5:30 PM	[REDACTED]	
	Location:	[REDACTED]
5:30 - 6:30 PM	[REDACTED]	
	Location:	[REDACTED]
6:30 - 7:00 PM	MEETING WITH TONY, NISHA, AND DOM [REDACTED]	
	Location:	City Hall, The Mayor's Office
7:00 - 7:30 PM	TRAVEL FROM CITY HALL TO [REDACTED]	
	Travel Time:	30 Mins.
	Car:	[REDACTED]
7:30 - 9:30 PM	CALL TIME	
	Location:	[REDACTED]
9:30 - 10:00 PM	TRAVEL FROM [REDACTED] TO GRACIE MANSION	
	Travel Time:	30 Mins.
	Car:	[REDACTED]

CITY HALL STEPS PRESS CONFERENCES

10:00 AM – C/M Rodriguez “Westside Ferry” 20 people

11:00 AM – Public Advocate Letitia James “Day Care Council of NY” 70 people

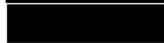
12:00 PM –NYC Council Stated Meeting – Council Chambers

FLONYC SCHEDULE

10:00 - 1:00 PM



1:30 - 3:00 PM



3:00 - 4:00 PM



From: [Gunaratna, Mahen](#)
To: [B; Ramsawak, Victoria](#)
Cc: [FLONYC; Snyder, Thomas; Geri Prado; John Del Cecato](#)
Subject: RE: Income Inequality in the News – Wednesday, January 6, 2016
Date: Wednesday, January 06, 2016 12:36:41 PM

From: B
Sent: Wednesday, January 06, 2016 12:36 PM
To: Ramsawak, Victoria
Cc: Gunaratna, Mahen; FLONYC; Snyder, Thomas; Geri Prado; John Del Cecato
Subject: Re: Income Inequality in the News – Wednesday, January 6, 2016

From: "Ramsawak, Victoria" <VRamsawak@cityhall.nyc.gov>
Date: Wed, 6 Jan 2016 17:20:49 +0000
Subject: Income Inequality in the News – Wednesday, January 6, 2016

Income Inequality in the News – Wednesday, January 6, 2016

Headlines:

[Economists Take Aim at Wealth Inequality](#)

NY TIMES - Nelson D. Schwartz

[Puerto Rico Aims to Solve Its Affordable-Housing Crisis](#)

WSJ - Theresa Agovino

[Opinion: Efforts to weaken unions a direct strike against the middle class](#)

NEWSDAY - Michele Jawando

[Column: Why Economists Took So Long to Focus on Inequality](#)

BLOOMBERG - Justin Fox

[The Winners and Losers of Economic Clustering](#)

CITY LAB - Richard Florida

[How Zoning Restrictions Make Segregation Worse](#)

CITY LAB - Richard Florida

[Bernie Sanders Takes On Wall Street](#)

THE ATLANTIC - Clare Foran

[The Poorest Americans Die Younger Than the Poorest Costa Ricans](#)

THE ATLANTIC - Olga Khazan

[What top researchers discovered when they re-ran the numbers on income inequality](#)

WASHINGTON POST - Jim Tankersley

[The CEO of your company has probably already earned your 2016 salary this year](#)

WASHINGTON POST - Philip Bump

[Opinion: The 'hollowing' of the middle class?](#)

WASHINGTON POST - Robert J. Samuelson

[Why aren't Republicans talking about income inequality?](#)

THE HILL - Pat Soldano

[Opinion: How affordable housing mandates make housing more expensive](#)

LOS ANGELES TIMES - Gary Galles

[Sanders' Economic Plan Best for the 99 Percent](#)

HUFFINGTON POST - Roger Hickey

[Advocates press Baker for healthy foods initiative funding](#)

BOSTON GLOBE - Sarah Shemkus

[Councilor's rise to head of pack is historic](#)

BOSTON GLOBE - Meghan E. Irons

[Will California's Fair-Pay Law Eliminate The Gender Wage Gap?](#)

INTERNATIONAL BUSINESS TIMES - Michelle Mark

[Don't Punish Entrepreneurs Because They're Richer Than You](#)

FORTUNE - Chris Matthews

[Hidden Factors In Your Brain Help To Shape Beliefs On Income Inequality](#)

NPR - Shankar Vedantam

[Chicago: America's most segregated city](#)

CNN MONEY - Tami Luhby

Income Inequality in the News:

[Economists Take Aim at Wealth Inequality](#)

NY TIMES - Nelson D. Schwartz

When pundits and presidential candidates talk about inequality and the tiny sliver of the population whose fortunes have soared, they often drop names like Warren Buffett, Bill Gates, Sheldon Adelson and Mark Zuckerberg.

But those are just the most visible members of a larger but less-talked-about cadre of the big winners in today's economy. This group consists of roughly 250,000 Americans who mainly populate the executive offices and managerial suites of major companies and financial institutions, along with a smattering of top law firms, hedge funds and other elite aeries.

These people — the top one-quarter of 1 percent of the country's employed population — have enjoyed explosive gains in income and wealth in recent decades, even as salaries and wages stagnated for the typical American worker.

“You hear about C.E.O.s, entertainers, athletes and hedge funders, but that's the tip of the iceberg,” said Nicholas A. Bloom, a professor of economics at Stanford who is finishing a paper examining the underlying dynamics of income inequality. “It's a much, much bigger group and they are outpacing everyone else.”

Like those of many of his peers who are presenting new research at the annual meeting of the American Economic Association, which began here on Sunday and ends on Tuesday, Mr. Bloom's findings are bringing to light fresh perspectives on why income inequality is growing and how it is reshaping the national and global economy.

While the much-talked-about 1 percent is doing just fine, the supersize gains are taking place even further up the income ladder, according to what Mr. Bloom and four colleagues found by examining 35 years of data from the Social Security Administration.

The phenomenon is not limited to Wall Street or the big banks — manufacturers rewarded their top executives every bit as generously as did firms in the finance, insurance and real estate sectors. And this pattern is being repeated in countries where the political landscape is quite different from that of the United States, like Sweden, Germany and Britain.

“This is a truly global phenomenon, and I don’t know any serious economist who would deny inequality has gone up,” said Mr. Bloom, a native of Britain whose politics veer toward a laissez-faire approach and the Conservative Party there. “The debate is over the magnitude, not the direction.”

The economic association’s meeting is something of a barometer of what concerns economists most, drawing more than 13,000 attendees from the ranks of academia, as well as research groups and the private sector. And in panels, research presentations and speeches, what was once mainly a preoccupation of ivory tower Marxists and other players on the margins of the profession is taking center stage.

“In the last few years, there’s been a huge change in the mainstream of the profession,” said Steven Fazzari, an economics professor at Washington University in St. Louis who first came to the conference as a job-hunting graduate student in 1982. “The issue of income inequality was a backwater in the economics field, and it was largely ignored.”

At the same time, there’s a growing consensus among economists of all ideological stripes that inequality is growing — in the United States and abroad — even if the usual political fault lines appear when the discussion turns to the consequences of the trend and whether new public policies are needed to address it.

“It’s pretty much indisputable that the percentage of income being earned by the top 1 percent, or the top quarter of 1 percent, is going up,” said Richard H. Thaler, the association’s president.

“It was true five years ago, but it was not as widely recognized,” said Mr. Thaler, a behavioral economist who teaches at the University of Chicago. “As with climate change, scientific consensus takes a while to build.”

And, to borrow language from an economic seminar, there’s also a striking correlation between the emergence of income inequality as an issue here and the near-rock-star status accorded a handful of once-obscure experts on the subject inside and outside academia.

The best known of these is Thomas Piketty, whose 700-page tome, “Capital in the Twenty-First Century,” became an improbable best-seller in 2014 and made the French academic a media superstar.

Emmanuel Saez, an economist at the University of California, Berkeley, who has collaborated with Mr. Piketty, won a MacArthur “genius” grant in 2010. Raj Chetty of Stanford, who has looked closely at economic mobility, also received a MacArthur grant and has presented findings to Hillary Clinton, Jeb Bush and Obama administration officials.

“There are definitely fashions in the field,” said Dean Baker, co-director of the left-leaning Center for Economic and Policy Research in Washington. “As much as most economists might hate to acknowledge it, there’s no way you can’t respond to Piketty’s success.”

Anticipated presentations at the economic association meeting include new findings from David Autor, an influential M.I.T. economist, on the links between college performance and increased financial aid as well as research by Enrico Moretti of Berkeley into how state tax increases prompt the highest earners to move to lower-tax locations.

For all the intense focus on the roots and extent of income inequality today, most academics are leery of any easy solution. At the same time, they acknowledge that their traditional tools are inadequate for the task.

“There’s no reason the free market will solve this,” Mr. Bloom said.

He believes inequality is being magnified by technological change and what’s known as skills bias, where workers with a particular expertise reap the biggest reward. Neither is amenable to quick fixes.

In Professor Bloom’s new paper, which he wrote with David J. Price, a Stanford graduate student, and three other economists — Jae Song, Fatih Guvenen and Till von Wachter — the top quarter of 1 percent of Americans appears to be pulling away from the rest.

For workers at this threshold, who earn at least \$640,000 annually, their salaries rose 96 percent from 1981 to 2013, after taking account of inflation.

The trend was especially pronounced among the most successful enterprises in the American economy, creating a divergence between the highest-paid people at companies that employ more than 10,000 people and the rest of the work force. In this rarefied circle, overall pay jumped 140 percent versus a 5 percent drop for the typical employee at these corporate behemoths.

The split in compensation between executives and everyone else was much less pronounced at smaller companies, according to the research by Mr. Bloom and his colleagues. At these firms, between 1981 and 2013, top salaries rose 49 percent, while median pay rose 30 percent.

In addition, Mr. Bloom and his team also found a sharp divergence between pay at the most successful companies and also-rans in the same field — think Apple versus BlackBerry. The highest-paid workers cluster at the winners, heightening income disparities in the overall work force.

Mr. Bloom traces the outsize gains to large grants of stock and options to top workers at big companies, with their fortunes rising in line with the performance of the stock market.

“There used to be a premium for working at a big company, even in a lower-level job,” he said. “That’s not true anymore. The people who have really suffered are lower-level employees at big companies.”

[Puerto Rico Aims to Solve Its Affordable-Housing Crisis](#)

WSJ - Theresa Agovino

Hope may be on the way for some 30,000 residents of Puerto Rico who are lingering on

waiting lists for public housing and rent vouchers that can last up to four years.

Despite the island's financial crisis, Puerto Rico's Department of Housing is launching a trial program that is going to be using an affordable-housing tool that has been effective in other parts of the U.S. for years.

Teaming up with for-profit McCormack Baron Salazar, the department is going to start developing projects with both market-rate and affordable units. The higher rents from the market-rate units make it possible to add to the island's affordable-housing stock and revitalize neighborhoods.

"We are changing affordable housing in Puerto Rico," said Alberto Lastra Power, Puerto Rico's secretary of housing. "We are trying to jump-start the economy."

Last year, the Housing Department and McCormack completed a plan to develop a total of 752 units in three developments for a cost of \$170.3 million. Two will be in San Juan while the third will be in Caguas, about a half-hour drive south from the capital.

The majority of the units—509 apartments—will be rented at affordable rents to very low-income families, most of whom will only earn up to 40% of the area's average median income. Meanwhile, 129 apartments are slated to house low-income families, or those earning up to 60% of the median income.

The remaining 114 units will be market rate. Rents for all the units are still being determined.

Ordinarily a project with this mixture of rents wouldn't be financially feasible because the income wouldn't be sufficient to pay operating expenses, debt service on construction loans and provide a return on equity to the developer.

But, like developers of affordable-housing projects in the U.S., the Puerto Rico venture is getting an unusual mixture of financing.

The developments will get \$105.2 million from the sale of tax credits. Puerto Rico's housing agency also is lending McCormack \$65.1 million including \$56 million the agency is getting from the U.S. Department of Housing and Urban Development.

McCormack has been building mixed-income housing to revitalize neighborhoods since 1973 and has completed 171 developments with almost 19,500 homes. The St. Louis-based firm answered a request for proposals issued by Puerto Rico's government in 2014 for what would be its first mixed-income development on the island.

McCormack will be paid a development fee as well as a management fee once the housing opens. "This kind of project is our sweet spot," said Tony Salazar, president of McCormack's West Coast operation.

Mixed-income developments in the continental U.S. have proven to have positive results on community such as lowering crime and increasing property values.

But the Puerto Rico project still needs to generate enough revenue to pay expenses, the loan and management fees. Success depends on having market-rate rents that are high enough to

compensate for the lower affordable-housing rates.

“You need the right mix to get enough income,” said Michael Lappin, managing partner of MLappin & Associates, an advisory and development-services firm specializing in affordable housing. “I guess they figured out the right mix.”

The project is an about face for the government, which said in the Puerto Rico State Housing Plan issued at the end of 2014 that the island wasn’t yet ready for mixed-income projects because of the uncertainty of filling the market-rate units.

Puerto Rico’s financial problems may have exacerbated that ambiguity. Many Puerto Ricans are leaving the island in search of employment in the continental U.S. while other can’t afford to pay rent. Housing vacancy rates surged 13% from 2010 to 2014, according to the Puerto Rico State Housing Plan report.

Mr. Lastra Power isn’t worried. He said that much of the housing vacancy today is in the luxury market and believes college graduates and young couples will be attracted to the market-rate units.

Puerto Rican officials are hoping they can replicate the benefits of the project. They envision the projects enticing other developers to the same neighborhoods, creating hubs of economic activity that will help ease Puerto Rico’s financial crisis.

“After many years, the government is focusing on bringing a new landscape to affordable housing,” said Ricardo Alvarez-Diaz, founder and principle of Alvarez-Diaz & Villalon, an architecture firm that is designing the projects. “When this works there will be copy cats.”

Mr. Salazar said the company isn’t especially concerned about Puerto Rico’s finances. “Of course the situation makes your antenna go up,” he said. “But we are used to it. We have worked in Detroit and Cleveland.”

The first project is set to begin at the end of the month and be completed in October 2017. All the units are scheduled to be completed by April 2018.

[Opinion: Efforts to weaken unions a direct strike against the middle class](#)

NEWSDAY - Michele Jawando

America’s economy has swung out of balance. Working Americans today are working harder and producing more than ever, but their pay remains stuck. Meanwhile, as wages remain stagnant for the middle class and are actually falling for low-wage workers, the richest Americans are taking home an increasingly larger share of the economic pie.

But when workers are represented by unions, the pendulum swings in the direction of working Americans, helping to boost the economy for everyone. Union workers typically earn higher salaries and have greater access to retirement benefits, medical benefits and most types of paid leave than their non-unionized counterparts.

Unions also play a critical role in intergenerational mobility. In fact, a Center for American Progress report finds that children with union parents earn more, attain higher levels of education, and have better health than children from nonunion households.

Meanwhile, increased unionization amplifies the size of the middle class’s share of income,

creating competition that helps to reduce income inequality and improve working conditions for all workers.

How do unions do it?

Under federal law, unions are obligated to bargain on behalf of all employees, even those in a workplace who decline to join the union. In many public unions, employees always have the choice to join the union or not, and those who opt out — all of whom also receive union-acquired benefits — pay their fair share to the union solely for the costs of negotiation.

But over the last few years, conservative “right to work” advocates have been steadily working in the courts to undermine the middle class by attacking American unions. In a case before the U.S. Supreme Court this month — *Friedrichs v. California Teachers Association* — right-to-work advocates are once again seeking to erode the strength of our unions, and could overturn 40 years of Supreme Court precedent in the process.

In their latest legal battle, right-to-work advocates are claiming that paying for the benefits they receive is a violation of their right to free speech. In other words, they aren’t challenging their right to receive union-earned benefits; they are challenging their obligation to help cover the costs.

While some may see this attack as affecting only unions, the reality is this is a direct strike at the middle class. If the court sides with right-to-work conservative advocates, employers will have an increasingly upper-hand in negotiations. At best, this would mean the middle class would continue to decline or, at worse, disappear altogether. And in the legal landscape, it would mean a dramatic reinterpretation of decades-old law and a sharp conservative turn in favor of corporations over workers.

The simple truth is that no one is required to join a union and no one is required to pay any fees that go to politics or political candidates. Nothing in this case will change that. This case is about making it even harder for working people to come together, speak up for one another, and negotiate the rules about benefits, hours and wages.

Unions have been and remain critical to the strength of America’s middle class, to ensuring financial security for millions of families, and to buoying the economy. In representing workers’ voices and leveling the power dynamics between employers and employees, unions are vital to building and growing America’s middle class.

It is no coincidence then that attacks on unions have coincided with the decline of the middle class. The Supreme Court should not pound another nail in that coffin at the behest of conservatives and the wealthy few. Our economy should work for everyone, and unions play a vital role in accomplishing that.

The attack on workers in *Friedrichs* is more than a conservative ideology; it is an attempt to begin turning back the clock on workers’ rights and the survival of the middle class, radically altering the law in the process.

[Column: Why Economists Took So Long to Focus on Inequality](#)

BLOOMBERG - Justin Fox

In the early 1980s, the share of earnings going to those at the very top of the income distribution in the U.S. -- the 1 percent -- began to rise a lot. For two decades, the economics profession barely noticed.

Then, in the early 2000s, Thomas Piketty of the Paris School of Economics and Emmanuel Saez of the University of California-Berkeley began releasing evidence, gleaned from Internal Revenue Service data, that top earners’ share had doubled since 1980, and was higher than at any time since the Great Depression. Their data showed even more dramatic gains

higher up on the scale -- the share of income going to those in the top 0.1 percent had more than tripled in the 1980s and 1990s, while the share going to the top 0.01 percent had almost quadrupled.

Since then, inequality has become a major focus of economic research. At the annual meetings of the American Economic Association and a host of affiliated organizations that I'm attending in San Francisco this week, I've counted at least 70 papers, speeches and panel discussions devoted to income and wealth inequality. The topic creeps into discussions of many other matters as well. Reports Nelson Schwartz in the New York Times:

"In the last few years, there's been a huge change in the mainstream of the profession," said Steven Fazzari, an economics professor at Washington University in St. Louis who first came to the conference as a job-hunting graduate student in 1982. "The issue of income inequality was a backwater in the economics field, and it was largely ignored."

Interestingly, this explosion in inequality research has occurred in a decade when the share of income going to the very top has actually declined slightly, according to the World Wealth and Income Database maintained by Piketty, Saez and several others. The top 1 percent's share of pre-tax income peaked in 2007, at 22.8 percent. In 2014 it was 21.2 percent.

So economists largely ignored a major economic phenomenon as it was occurring, and now they're obsessing over it even though it may have peaked or at least paused. What's up with that?

The answer may lie in agnotology, the study of the cultural suppression of knowledge. That's what Dan Hirschman, a lecturer in economic sociology at the University of Michigan who will start work later this year as an assistant professor of sociology at Brown, proposes in a chapter, titled "Rediscovering the 1%: Economic Expertise and Inequality Knowledge," of his brand spanking new Ph.D. dissertation. It makes for interesting reading.

The term "agnotology" was coined 20 years ago by Stanford University historian of science Robert N. Proctor. Epistemology is the study of what knowledge is and how it is acquired; Proctor proposed, half-jokingly it seems, that agnotology was the opposite.

Proctor was referring at the time to the tobacco industry's efforts to obscure the links between smoking and cancer. Hirschman's account of the economics profession's treatment of inequality relies on no such deliberate suppression of knowledge. It is about, in his words, "normative ignorance" instead of "strategic ignorance."

The National Bureau of Economic Research published the first detailed analyses of the U.S. income distribution based on tax records in the early 1920s, with a heavy focus on those near the top because at that point they were the only Americans who paid income taxes. The Commerce Department's Bureau of Economic Analysis later took over the project and published detailed income-distribution data in the 1950s and early 1960s, and again briefly in the 1970s.

The BEA finally gave up not because of political pressure but because its resources were limited and economists just didn't seem interested in the numbers. Macroeconomists were satisfied with knowing the economy-wide income breakdown between labor and capital, while labor economists were more interested in survey data that allowed them to connect

incomes to variables such as education, gender and race. The fact that those surveys had to be “top-coded” -- results from those with the highest incomes were censored to protect people’s privacy -- didn’t seem to be a major problem. In Hirschman’s telling, the discipline had established two “regimes of perceptibility” that rendered what was going on at the top of the income distribution invisible.

When anecdotal evidence of rising incomes at the very top began to appear in the 1980s, economists mostly ignored it. Lester Thurow of the Massachusetts Institute of Technology was a significant exception, but by that point he was more a public intellectual than a research economist, and his arguments didn’t get much traction within the discipline.

In the early 1990s, Hirschman recounts, two prominent MIT economists closer to the academic mainstream -- James Poterba in an academic paper with Daniel Feenberg, and Paul Krugman in work aimed at a lay audience -- noted what appeared to be a sharp rise in incomes among those at the very top. Income inequality was briefly a big political issue, with Bill Clinton citing Krugman’s estimates on the campaign trail in 1992.

But then that was it. Clinton’s political priorities soon shifted, as did Poterba’s and Krugman’s research interests. Writes Hirschman:

Without a recognized place among academics, or even a tight connection to a particular statistical agency or dataset, it became just one more economic fact bandied about in a presidential election.

It was only when Piketty and Saez came along, and not only published data on changes in the income distribution since 1913 but updated it every year and made it available to all, that the explosion in top incomes became a major research focus. Hirschman again:

[G]iven that policymakers and the public always have limited attention, and given that the economic world does not present itself unproblematically in some ordered and logical fashion, economic theories and data collection practices shape both which aspects of economic life we view as important, and the precise ways in which we can detect or fail to detect changes.

Now that they have the data readily available, economists -- and by extension most of the rest of us -- have come to view income inequality as important. They have also begun to entertain new theories for why top incomes have grown so much.

When income inequality was discussed in the 1990s the dominant explanation, based on decades of work by labor economists on the link between education and pay, was “skill-biased technological change.” That is, technological progress was changing work in ways that favored those who got high scores on their SATs. This made rising inequality seem both inevitable and to some extent desirable. In the past, technological progress brought higher living standards. We wouldn’t want to stand in the way of that, would we?

Skyrocketing incomes among the top 0.01 percent are harder to account for this way. Sociologists have looked to changing social norms as an explanation; political scientists to changing laws and political priorities. Now economists are starting to pay more attention to those possibilities. They are also proposing, as Piketty did in his bestseller “Capital in the 21st Century,” new economic explanations for rising inequality. They are far from coming to

any sort of consensus on what exactly is going on and what if anything should be done about it. But they're definitely working on it. Finally.

My own sense is that the economics profession's performance on income inequality hasn't been terrible. Lots of things in this world operate with long and variable lags, and it shouldn't be all that surprising that it took a while for economists to focus on a new, unexpected and unmeasured change in the income distribution. Also, rising incomes across the board in the mid- to late 1990s made income inequality seem a less than pressing matter. In the stagnant post-2000 economy, economists understandably began looking for ways to explain what had gone wrong.

Still, as I wander from presentation to presentation at this week's economics meetings in San Francisco, I can't help but wonder what important knowledge the economists are inadvertently suppressing today.

Their research was first published in the Quarterly Journal of Economics in 2003, but had been widely disseminated before then and discussed in a 2002 New York Times Magazine article by Paul Krugman.

This column does not necessarily reflect the opinion of the editorial board or Bloomberg LP and its owners.

[The Winners and Losers of Economic Clustering](#)

CITY LAB - Richard Florida

By now, we know that the clustering of companies and talent in urban areas drives innovation and economic growth. But it also generates distinct winners and losers both across and within cities and metros.

This is the upshot of my new study with my Martin Prosperity Institute (MPI) colleagues Roger Martin, Melissa Pogue, and Charlotta Mellander, which was published as part of a special journal issue in honor of the 25th anniversary of Michael Porter's landmark book, *The Competitive Advantage of Nations*. Porter is known for his research on the role of clusters of firms in economic development. Our study brings together Porter's seminal work on industrial clusters with my research on the clustering of talent and occupations. While Porter's work distinguishes between more locally-oriented and traded industries that export goods and services outside of their immediate geographic areas, my work distinguishes between creative, knowledge-based occupations in science, technology, design, and entertainment and routine occupations in manufacturing and services.

The chart below shows how we marry these two approaches, combining them to generate four distinct occupational-industrial categories: creative occupations in traded industries (which we call creative-in-traded), creative occupations in local industries (creative-in-local), routine occupations in traded industries (routine-in-traded), and routine occupations in local industries (routine-in-local). Our analysis examines the role of these four types of industries in innovation, economic growth, and inequality across some 260 metro areas that account for more than three-quarters of the U.S. population.

Mapping occupation and industry

To start, our study finds a clear connection between traded industries and creative occupations. According to our analysis, 46 percent of workers in traded industries are in creative jobs, compared to 35 percent in local industries. This is not surprising, since traded industries compete on innovation and creativity.

The next two maps and table show the spiky geography of these competitive creative-in-traded jobs across U.S. metros.

The first map, above, shows the geography of creative-in-traded employment. This category is highly uneven across the country, although it does concentrate on the East and West Coasts. As the table below shows, the leading center for creative-in-traded employment is San Jose, where creative-in-traded jobs make up a third of employment, followed by nearby San Francisco. Next comes Boston, followed by Raleigh in the North Carolina Research Triangle, Seattle, Washington, D.C., and Austin, where creative-in-traded jobs make up roughly a fifth of employment.

The map below shows the average wages of creative-in-traded workers across all metros. Again we see a clear bi-coastal pattern with the highest wages concentrated along the West Coast (the Bay Area, greater L.A., and Seattle) and the Boston-New York-Washington Corridor on the East Coast, as well as leading knowledge and tech hubs in other parts of the country. In both cases, the geography of creative-in-traded employment is extremely spiky.

Creative-in-traded employment is a key driver of both innovation and economic growth, according to our analysis. It is positively associated with higher levels of innovation (with a correlation of .61), higher levels of economic output per capita (.53), and higher wages (.6). (As usual, we note that correlation does not equal causation, but simply points to associations between variables). That said, creative occupations are more closely associated with innovation and economic growth (with correlations of .52 to economic output, .52 to patents, and .66 to wages) than traded industries (with correlations of .38 to economic output, .35 to patents, and .25 to wages). Furthermore, creative-in-local jobs are modestly associated with wages (.34) and economic output (.17), but not with innovation. On the other hand, both routine-in-traded and routine-in-local jobs are negatively correlated to wages and innovation, while only routine-in-local jobs are negatively associated with economic output per capita.

Who comes out on top

Our study also sheds additional light on the winners and losers of this increasingly spiky, knowledge-intensive, trade-based economy. As the chart below shows, creative-in-traded industries have far and away the highest wages out of the four categories, despite employing the smallest share of workers. Their average salary (\$79,000) is 31 percent more than the wages of creative-in-local workers, 117 percent more than those of routine-in-traded workers, and 182 percent more than those of routine-in-local workers. On the other side of the spectrum, workers in routine-in-local industries—which make up the largest category and represent 45 percent of all workers—have the lowest wages.

These trends are even more pronounced when we track them over time. As the chart below shows, the share of creative-in-traded workers increased from 13.3 to 13.9 percent between 2000 and 2012, while the share of routine-in-local workers increased from 43.5 to 44.8 percent. Furthermore, the wages of creative-in-traded workers increased from 74.0 to 78.5 percent above the national average wage, while the wages of routine-in-local workers fell

from 31.7 to 36.8 percent below the national average. The wage gap between creative and routine workers—and between creative and routine metros—has increased considerably over time.

Troublingly, our research finds a rather close connection between creative-in-traded employment and inequality. The share of creative-in-traded jobs is positively associated with income inequality (.31). In other words, the higher the share of creative-in-traded employment in a metro, the more unequal it is. The share of routine-in-traded jobs (largely in manufacturing), for instance, is negatively associated with inequality (-.20).

This divide is magnified by housing costs, which are higher in more knowledge-based metros. To get at this, we ran correlations between the share of creative-in-traded workers and both overall wages and those left over after paying for housing for each group. All four categories of workers have higher wages in more creative-in-traded metros. But, when we take housing costs into account, we find distinct winners and losers in these more advanced, knowledge-based metros.

On the one hand, the two groups of creative workers end up being better off after paying for housing, with positive correlations for both creative-in-traded (.33) and creative-in-local (.36) workers. For both categories, their wages rise enough on average to more than cover the increased costs of housing in these more expensive metros. On the other hand, the two groups of routine workers do not see an improvement. Our analysis found a statistically insignificant correlation for routine workers in traded clusters, and routine workers in local industries are significantly worse off (with a negative correlation of -.43).

Raising the bottom

The consequences of these findings are stark. Higher wages in metros with larger creative-in-traded employment create greater incentives for more skilled and advantaged workers to migrate to these metros. As housing costs rise, routine workers—especially those in routine-in-local jobs—are shunted off to less expensive metros which, by definition, have smaller concentrations of higher-paying creative-in-traded jobs. This creates a vicious cycle in which the advantaged become more advantaged over time, while the disadvantaged sink further into poverty.

This spiky and unequal nature of the new economy provides a substantial challenge to local and national policymakers. While government can do its part by improving education and undertaking efforts to better prepare more workers for creative jobs, there are simply not enough creative jobs to go around. Today, roughly half of the U.S. workforce is in low-wage routine jobs, effectively ensuring the continued stagnation of American middle-class wages. While the proportion of creative jobs is increasing slightly, the process is painfully slow: 1.4 percent per year over the past half-century, on average. At that rate, it will take another 25 years to achieve the same amount of creative jobs as routine ones.

The only way out of this dilemma is to transform routine jobs into creative jobs. As we outline in our report, the burden of change lies with business and industry, which has much to gain in terms of productivity, quality, and customer service by increasing the creative content of what is currently routine work. Moving forward, the competitiveness of cities will turn on their ability to employ more workers in creative and traded industries, and to transform their economies and workforces from routine to creative work.

[How Zoning Restrictions Make Segregation Worse](#)

CITY LAB - Richard Florida

We've long known two things about land use regulations. One is that elements of them—in the form of large lot requirements and other aspects of “exclusionary zoning”—have led to the racial and economic segregation. The other is that restrictive land use and building codes in cities limit housing construction (and therefore housing supply), leading to increased costs, worse affordability problems, and deepened inequality in urban centers.

What we haven't fully understood—until now—is how restrictive land use regulations in cities and urban centers shape segregation across entire metropolitan areas. A new study by Michael C. Lens and Paavo Monkkonen from UCLA's Luskin School of Public Health, published in the *Journal of the American Planning Association*, takes on the precise nature of the connection between land use restrictions and the economic segregation of metros. The study uses new and better measures for both segregation and land use restrictions to examine this relationship in 95 large metropolitan areas in 2000 and 2010.

To measure land use regulation, the study uses the Wharton Residential Land Use Regulation Index (developed by real estate economist Joseph Gyourko and his collaborators), which is based on 11 categories of land use regulation. To get at economic segregation, the study uses advanced measures from sociologists Sean Reardon of Stanford, David O' Sullivan of Berkeley, and Kendra Bischoff of Cornell that assess not just income segregation overall, but how segregated the poor and the wealthy are across metro areas. The study employs detailed statistical models that control for the factors that influence segregation like population size, race, poverty, affluence, inequality, the number of jurisdictions, and independent of metropolitan fragmentation.

Ultimately, the research leads to four key findings that improve our understanding of the connection between land use restrictions and segregation.

1. Density restrictions isolate the wealthy

Density restrictions work to increase segregation, mainly by exacerbating the concentration of affluence. This contradicts the commonly held belief that exclusionary zoning leads to the concentration of the poor. Instead, the authors find that the main effect of density restrictions is to enable the wealthy to wall themselves off from other groups.

This result aligns with my own findings, which suggest that segregation of the wealthy, highly educated, and knowledge class is the driving force of overall economic segregation. These groups colonize the most central, economically functional, and desirable locations—in turn shunting the poor, less educated, and service and working classes.

2. Restrictions in both cities and suburbs matter

The economic segregation of metros is significantly higher in places where cities (not just suburbs) employ more stringent land use and density restrictions. This finding adds important nuance to the conventional view that segregation is the consequence of exclusionary zoning in the suburbs. Density restrictions in the city not only lead to higher housing prices (think San Francisco), but to greater economic segregation across a metro as a whole. As the

authors write, “density restrictions are a culprit in the social fragmentation of metropolitan areas and should be relaxed where possible.”

3. Local government restrictions contribute to segregation

The precise way in which the government is involved in land use regulation is a key contributor to segregation. Many people assume that segregation is the consequence of exclusionary zoning, broadly speaking. But the new study finds that segregation varies by both the nature and extent of government involvement, as well as the type of land use restriction. Notably, the authors discover that segregation is not associated with a broad measure of land use restriction overall, but is instead the result of more specific types of regulation and restrictiveness.

On the one hand, segregation is positively associated with land use restrictions, such as local project approvals and local zoning approvals. Places that require multiple levels of approval to get housing built are more segregated, largely because such regulations hinder new housing development. Furthermore, segregation is higher in metros where local governments are more involved in residential development and feel pressured to restrict population growth. On the other hand, segregation is not associated with open space requirements, supply restrictions, or delayed approvals.

4. State involvement can temper segregation

Segregation is lower in cities and metros where state governments are more involved in land use regulation, residential development, and growth management.

Overall, the findings of the study have substantial implications not just for our understanding of the way urban form and land use restrictions impact economic segregation, but for urban policy as well. For one, they tell us that not all forms of land use restrictions are a problem: some (like zoning approvals) are much bigger culprits than others (like open space requirements).

The study also shows that cities and urban centers play an important role in economic segregation in addition to suburbs. Not only do restrictions on density lead to higher housing prices (as a growing chorus of urban economists have shown), they also shape economic segregation across entire metros. So strategies to reduce economic segregation must be regionally based and involve central cities as well as suburbs. Here the authors point out that “efforts to force wealthier parts of [the] city to build housing for low-income households, or inclusionary housing, are more effective at reducing segregation than bringing higher-income households into lower-income parts of the city.”

Importantly, the study shows that greater involvement at the state level can help temper some of the most damaging effects of exclusionary zoning. The authors write:

Greater pressure from multiple local interest groups regarding residential development exacerbates the tendency to segregate by income. At the same time, income segregation is ameliorated by a higher level of involvement from state institutions. Taken together, these findings suggest that land use decisions cannot be concentrated in the hands of local actors.

The complication here, of course, is that most state legislatures are controlled by suburban

and rural interests and have historically shown little desire to address urban problems like segregation and inequality. Perhaps this will change as the problems of poverty, inequality, and segregation shift from their historic location in cities and urban centers to suburbs and metropolitan areas more broadly.

[Bernie Sanders Takes On Wall Street](#)

THE ATLANTIC - Clare Foran

At a moment when Bernie Sanders needs to show that he has broad appeal, the Vermont senator and White House hopeful is sticking to his comfort zone.

Sanders delivered an impassioned speech attacking Wall Street in Manhattan on Tuesday. The address was a virtual call and response of boos, jeers, and spirited applause in response to blistering criticism of corporate power and promises to reform a broken financial system.

Sanders pledged to break up big banks. (“If a bank is too big to fail, it is too big to exist!”) He vowed to check the power of the financial services industry by implementing “a 21st-century Glass-Steagall Act,” legislation beloved by progressive icon Elizabeth Warren that would separate commercial from investment banking. He painted Wall Street as a destructive force, capable of ripping apart “the fabric of our nation.”

The speech is sure to fire up Sanders loyalists. Anger over income inequality and the excess of Wall Street has been the animating theme of the senator’s presidential campaign. The address also gave Sanders an opportunity to draw a contrast with Democratic frontrunner Hillary Clinton, who has faced accusations of a cozy relationship with Wall Street.

Yet as the clock ticks down to the start of primary voting season, a focus on Wall Street may not be the best way to win converts, especially as Americans fret over national security and the threat of terror.

Terrorist attacks in Paris and San Bernardino have heightened the significance of national security in the minds of voters. Sanders talks about security and the threat of terror on the campaign trail. He seemed to hit his stride during December’s Democratic debate, where he painted Clinton as a dangerous interventionist.

Security, however, remains a strong suit for Clinton. The former secretary of state appears at ease and knowledgeable when the subject arises. Sanders, on the other hand, has struggled to shake off criticism that he seems far more eager to talk about income inequality than foreign policy. Viewed through that lens, Sanders’s Wall Street speech seems like something of a missed opportunity to broaden his appeal beyond a core economic message.

The Sanders campaign faces a challenge in the weeks ahead as it works to translate grassroots enthusiasm into voter turnout. Further complicating matters, polling suggests that Sanders may have hit a wall as he attempts to amass support.

To be sure, railing against big banks has the potential to strike a chord with voters on the left and the right. Populist anger in the aftermath of the financial crisis fueled Occupy Wall Street and the Tea Party. Sanders has already attracted support from Republican voters. The senator also hopes to win over Donald Trump fans by tapping into working-class anger. At this point, however, loudly repeating a well-worn message seems unlikely to sway any voter who hasn’t

already sided with Sanders.

During his speech on Tuesday, the senator appeared to be preaching to the choir. The event was punctuated by cries of “We love you Bernie!” At one point, the audience finished Sanders’s sentence for him. “The reality is that Congress does not regulate Wall Street,” Sanders began. He stopped as the crowd took over, a chorus of voices enthusiastically yelling: “Wall Street regulates Congress!” “You got it,” Sanders said with a smile after pausing for applause to die down.

A strategy focused on winning over conservatives with a fiery populist refrain faces structural hurdles. It’s one thing for a lifelong Republican to decide they like Sanders. It’s another matter for Republicans to vote for the senator in the primary, especially if that requires registering as a Democrat. While some voters have shown they are willing to do that, the extra step that would need to be taken in some states has the potential to complicate any plan by the campaign to court Republicans.

Still, Sanders’s Wall Street speech was a powerful reminder of the strength of his populist appeal. The senator has exceeded expectations in both the size of the crowds he manages to draw at campaign rallies, and the amount of small-dollar donations he pulls in. In December, the campaign announced it broke a record for the number of individual contributions taken in by a presidential campaign at this point in the race.

That grassroots appeal shone clearly in Manhattan as Sanders raised the specter of the financial crisis, and promised a new, and better, way forward. Standing in front of an energized crowd, Sanders declared: “Here is a New Years’ Resolution that I will keep, if elected president, and that is: If Wall Street does not end its greed, we will end it for them!” The crowd erupted into cheers of “Bernie! Bernie! Bernie! Bernie!”

What remains unclear is whether the strength of that appeal will be enough.

[The Poorest Americans Die Younger Than the Poorest Costa Ricans](#)

THE ATLANTIC - Olga Khazan

One of the many things economic development buys is longer life. In countries with per-capita GDPs of \$1,000 to 2,000 per year, like Haiti, people can expect to die when they’re about 60, but when that figure rises to \$40,000 per year, like in Japan, people live until they’re about 80 on average.

This is, however, not the case among poor Americans, who are dying younger in greater numbers, or in so-called “overachiever” countries like Costa Rica, where people live about as long as Norwegians even though they’re about as poor as Iraqis.

Now, a surprising new study shows that in terms of mortality, it’s actually better to be poor in Costa Rica than poor in the U.S.

According to research published by Luis Rosero-Bixbya from the Universidad de Costa Rica and William H. Dow from the University of California, Berkeley, in the Proceedings of the National Academy of Sciences, the richest Americans do indeed live longer than the richest Costa Ricans—something you’d expect when comparing a global economic powerhouse to a

tiny Latin American country. But Costa Ricans in the lowest fourth of the country's income spectrum have a significantly lower age-adjusted mortality rate than their counterparts in the United States.

"From a life-expectancy standpoint, it is thus better to live in Costa Rica for low-[income] individuals, whereas it is better to live in the United States for high-[income] people younger than 65," Rosero-Bixby and Dow write.

The difference does not come down to income inequality, as measured by the Gini index. Inequality is higher in Costa Rica than in the U.S. However, life expectancy outcomes are more unequal across the economic spectrum in the U.S. than in Costa Rica. Poor Americans under 65 die at a rate 3.4 times higher than their rich counterparts, while that difference is just 1.5 in Costa Rica.

The authors are not sure why, but they have a few guesses:

Universal health care: In 2011, 86 percent of Costa Ricans were covered by the country's public health-insurance system. The rest get subsidized or free care, depending on their ability to pay. The study authors found that 35 percent of the poorest Americans are uninsured, compared with just 15 percent of the poorest Costa Ricans. Meanwhile, the country's per-capita health expenditures are a tenth of America's.

Obesity: One way the authors tried to determine the reason for the disparity was by looking at how much various health factors differed within the income spectrum of each country. Costa Ricans are less likely to be obese overall, and there's less of a difference in the obesity rate between the rich and poor in Costa Rica than in the United States.

Smoking: The mortality difference among the poor in the two countries is driven mainly by just two causes of death, lung cancer, and heart disease. "U.S. men have four times higher risk of dying by lung cancer and 54 percent higher risk of dying by heart diseases than Costa Rican men," the authors note. The smoking rates of the poorest Americans are much higher than that of the richest Americans, while the rate doesn't vary nearly as much in Costa Rica.

This study provides further evidence that in the U.S., money buys health, to an extent not seen in other countries. There's nothing that puts that in stark relief like looking at the long, healthy lives of poor foreigners.

[What top researchers discovered when they re-ran the numbers on income inequality](#)

WASHINGTON POST - Jim Tankersley

The world's most famous inequality researchers unveiled a new way of adding up the growing gap between the super-rich and everyone else on Tuesday.

The findings by economists Emmanuel Saez, Gabriel Zucman and Thomas Piketty, which are preliminary, were hotly anticipated ever since the American Economic Association conference posted a one-paragraph summary of their results ahead of the event in San Francisco. "In contrast to survey and individual tax data, we find substantial increase in average real pre-tax incomes for the bottom 90% since the 1970s," one line in the preview said, potentially suggesting that concerns about a stagnant middle had been overblown.

That summary was greeted with cheers by some conservatives that proof that Democrats,

particularly Hillary Clinton, have been wrong to focus on income inequality and middle-class wage stagnation so much.

On Tuesday, the economists said they analyzed inequality trends using a new combination of tax, survey and national accounts data, which the economists say more accurately captures income levels across the population over time. By their analysis, the bottom 90 percent appears to have done better since the late 1970s than previously estimated — but not much better. You can see the trend in the following slide from their presentation.

Instead of slightly declining, after adjusting for inflation, since the late 1970s, the average income for Americans in the bottom 90 percent now appears to have increased by 0.7 percent a year.

That pales in comparison for income for the top 10 percent, which grew three times faster than it did for the bottom 90 percent, or for the top 1 percent, which increased four times faster.

As you can see, those trends are a big departure from the preceding decades, when income grew relatively evenly at all levels.

By 2012, the economists found, more than half the income in America went to the top 10 percent of earners. (That's before accounting for taxes and transfer payments such as Social Security, which the trio will account for in an upcoming paper using the same new data.)

The new data still show inequality widening over the last half-century. The share for the top 10 percent in 2012 is higher than any other recorded year, dating back to 1917. In recent years, the economists find, that is largely attributable to a spike in income for the very rich from capital gains, dividends and other capital income sources, as opposed to wages paid for labor.

The newly described income growth for the 90 percent "does make a little difference" in the inequality debate, "but not a lot," Zucman said in an interview.

"The bottom line," he said, "is an economy where the income for the bottom 90 percent grows only 0.7 percent, is not doing very well."

That's especially true in recent years.

Thanks to slow income growth early in the 2000s and the effects of the Great Recession and its aftermath, Zucman and his co-authors found, income for the 90 percent hasn't grown on net since the turn of the century.

[The CEO of your company has probably already earned your 2016 salary this year](#)
WASHINGTON POST - Philip Bump

About an hour after the sun rose for the first time over Bentonville, Ark., in 2013 -- at 8:30 a.m. on Jan. 1 of that year -- Michael Duke, then-CEO of Walmart, had earned as much as a typical employee of his company would earn over the next 364 days.

That's an estimate, of course. Duke wasn't getting checks every half hour (we assume), and

that determination is made by comparing his salary to the Walmart median, as determined by Payscale.com. Duke's 2013 pay is also an extreme example of the split between executive salaries and those of the employees they manage.

But it's also likely the case that, if you work for a large company, your CEO has already or will soon have already pocketed your annual salary, less than a week into 2016. With income inequality a hot topic on the campaign trail, we figured this was worth putting into context.

There are a few ways to look at it. The left-leaning Economic Policy Institute regularly calculates the ratio between executive and median-employee pay -- a ratio that has changed dramatically over the years.

In 1965, CEOs made 20 times the salary of an average, non-management employee (we're using the mean here, not the median, as we did above). That means that a CEO would have earned his employee's salary by Jan. 19, at about 7 a.m.

By 1978, CEOs were making just less than 30 times the average employee. He or she (he) would have earned the average salary by Jan. 13, at about 6 a.m.

Then things got crazy. In 1989, CEOs made 58.7 times their employees, pulling in the average income by Jan. 7. In 1995, it was 71.6 times, meaning that by about midnight on Jan. 4, a CEO had earned an average employee's annual salary.

The most recent figure from EPI is for 2014. That year, CEOs earned 303 times as much as the average, non-management employee. Before the sun rose on Jan. 2, he or she had earned that employee's salary. (That didn't change much from 2013.) But 2014 wasn't the peak. The peak was in 2000, when the average CEO earned his average employee's salary before Jan. 1 was even over.

We can get more specific. According to the most recent data from Payscale, here's when CEOs of top companies earned a median employee's salary this year. (For the best-paid bosses, it has already happened.)

You're probably wondering about two other CEOs. First, there's Warren Buffett of Berkshire Hathaway. He makes a (relatively modest) nine times his median employee's salary, meaning that he will have earned that much by Feb. 10 of this year. The other is Amazon's Jeff Bezos, the guy who owns The Washington Post. The most recent data from Payscale is from 2013, when he made 18 times his median (Amazon) employee. If that ratio still holds, he'll make an average employee's salary by Jan. 21 at 8 a.m.

The Bureau of Labor Statistics, by the way, has a different set of numbers on average pay and chief executive pay. Those who fit the government's definition of a "chief executive" ("Plan, direct, or coordinate operational activities at the highest level of management with the help of subordinate executives and staff managers") earned \$180,700 as of May 2014 -- 3.8 times that of the average worker (\$47,230). By that standard, a BLS chief executive will not earn an average salary until April 6.

One more comparison. The chief executive of the United States -- that is, Barack Obama -- earns \$400,000 a year and gets a \$50,000 expense account. That means he makes 9.5 times the annual mean wage, and will have earned the median American salary on Feb. 8 of this

year, shortly after noon. Not bad money. Not CEO-circa-2000 money, or Walmart-CEO-in-2013 money, but not bad regardless.

Current data is not available for Donald Trump, the one presidential candidate for whom the presidency is a distinct pay cut.

[Opinion: The 'hollowing' of the middle class?](#)

WASHINGTON POST - Robert J. Samuelson

We'll be hearing a lot about the middle class in the coming months. That's one sure bet for 2016, as both parties compete for votes. What's less sure is whether we'll get an accurate assessment of the middle class's condition. By now, the conventional wisdom is familiar: The top 1 percent has skimmed most income gains for itself, producing decades of stagnant living standards for most Americans. Wall Street has slaughtered Main Street.

Now comes a report from the Pew Research Center that paints a more complex picture. It's not that the Pew study contradicts all the conventional wisdom. It finds (as have others) that economic inequality is increasing. One of the study's main conclusions is that the middle class is being hollowed out, as more Americans find themselves in either upper- or lower-income households. The extremes grow at the expense of the center.

Consider. In 1971, about 61 percent of adults lived in middle-income households (defined as three-person households with incomes from \$41,869 to \$125,608 in today's dollars). By 2014, that share had dropped to 50 percent. Meanwhile, the share of low-income households (households with incomes of \$41,868 or less) grew from 25 percent to 29 percent, and the share of upper-income households (incomes above \$125,608) increased from 14 percent to 21 percent.

But the study convincingly rebuts the notion that the living standards of most Americans had stagnated for many decades. Pew calculated household incomes, adjusted for inflation, all along the economic spectrum and found that, until the early 2000s, most households reaped slow but steady increases. Growing inequality did not siphon off all gains for those who are not rich. Here's how Pew describes this period:

"Households typically experienced double-digit gains in each of the three decades from 1970 to 2000. Middle-income household income increased by 13% in the 1970s, 11% in the 1980s, and 12% in the 1990s. Lower-income households had gains of 13% in the 1970s, 8% in the 1980s and 15% in the 1990s. Upper-income households registered a 10% gain in the 1970s [and] . . . 18% in both the 1980s and 1990s."

What's happened since, of course, is that the Great Recession erased some of these gains. Unemployment rose, overtime pay declined and many of the unemployed had to accept lower wages to get new jobs. Pew estimates that household incomes dropped to levels of the late 1990s. That's a steep decline. Still, the Great Recession left intact most gains achieved since 1970. In 2014, typical middle-income households had incomes 34 percent higher than in 1970; in 2000, the advance had been 40 percent.

Indeed, these figures probably understate the gains. Like many others, the Pew study relies on pre-tax cash incomes. It ignores taxes and non-cash government transfer programs to the poor (food stamps, Medicaid) and employer-provided fringe benefits for workers (mainly

health insurance and vacations). These blunt inequality and raise recipients' living standards, as Cornell University economist Richard Burkhauser and others have argued.

The good news is this: Despite the top 1 percent's outsize incomes, this hasn't yet shut down the upward march of living standards for most of the population. We've mistaken what is plausibly a one-time setback — the response to the Great Recession — for long-term stagnation. People have understandably but wrongly taken their recent experience and projected it onto the past.

Still, greater inequality threatens future living standards. That's the bad news. The middle-class spirit is central to the American tradition. By Pew's definitions, middle-income households still dominate. This is a unifying force in an era of growing fragmentation. But if present trends continue, it will weaken. Class warfare, already rising, will intensify.

What can be done?

We need a prudent agenda — not a vendetta against the rich or the poor but a purging of policies that abet inequality with few offsetting benefits. Tax breaks that favor the rich, starting with the infamous “carried interest” subsidy, should be abolished. Limits on unskilled immigrants, who inflate the ranks of the poor, should be enacted as part of comprehensive immigration legislation. Half of Hispanic immigrants have low incomes, Pew says.

The hollowing of the middle class is simply not in America's best interest. The biggest boost to middle-class fortunes could be a tight job market that raises wages without triggering an inflationary wage-price spiral. Whether this ideal outcome can be achieved in the real world may be one of 2016's big stories. We'll see.

[Why aren't Republicans talking about income inequality?](#)

THE HILL - Pat Soldano

On the campaign trail, the approach from Republican presidential candidates thus far has been to refrain from debate on specific issues like minimum wage and tax hikes for the wealthy. Instead, Republicans have chosen to focus broadly on a message of economic growth and job creation which has been widely criticized for its inability to connect directly with voters.

In a recent Hill article Tim Devaney is correct to note that the GOP's unwillingness to discuss income inequality is leaving them vulnerable to attacks from the left and could “place them at odds with the average worker.”

The current Republican strategy allows the left to dominate the conversation on income inequality. This is a political misstep by Republicans and allows Democrats to continue branding the GOP as out of touch and catering to “the rich.” Rather than ignoring these issues raised by the left, the right should be engaging in debate and putting forward center-right solutions to these topics of genuine interest to voters.

Over the past few years I've had the opportunity to participate in a research campaign with Each American Dream and Frank Luntz to better understand how Americans view economic freedom and opportunity. A chief focus of our research has been to grasp the public's views on the causes of income inequality and the policy solutions they wish to see their elected leaders pursue.

The takeaway from this research was very clear: while Americans are genuinely dissatisfied with the way income and wealth are distributed in America, voters overwhelmingly side with center-right solutions to these issues.

In our national survey of 1,200 likely voters, 74 percent of Americans agree with the statement that the widening gap between the rich and poor is a serious problem in America today. The left has been correct, in political terms, to highlight income inequality as a key issue of this election cycle. However, when we tested ideas typically put forward from the left to combat income inequality, we observed that they polled significantly lower than ideas commonly associated with conservative economic values.

For example, when Americans were asked what they believed were effective solutions to help reduce or solve income inequality, our top response received was “reform the welfare system to promote work and individual success, not dependency on government”, with 57 percent of respondents agreeing with this statement. In contrast, “raising the minimum wage” placed fifth in our survey, with only 25 percent of respondents believing this was an effective policy measure to combat income inequality.

The disparity between these two alternatives only intensified in swing states with those believing reform to the welfare system was necessary jumped to 59 percent while raising the minimum wage fell to 21 percent of respondents. Although our research did back the findings of several other surveys that found that a majority of Americans support raising the Federal minimum wage, we found that when compared to center-right alternatives, raising the minimum wage is an inferior solution to a majority of American voters.

We’ve also witnessed candidates on the left demand higher taxes for the wealthy while decrying that the “rich still aren’t paying their fair share”. For example, earlier this summer Sen. Bernie Sanders (I-Vt.) proposed an across-the-board hike on death tax rates and lowering of the exemption levels for families experiencing the passing of a loved one.

This drastic tax increase is part of larger series of tax increases proposed by Sanders which target the wealthy for purposes of wealth redistribution. Similar to our argument on the minimum wage, while it may appear on the surface that a majority of the Americans prefer raising taxes on the wealthy, when compared to conservative economic alternatives this view falls apart. When asked what policy would better help reduce or eliminate income inequality, only 10 percent listed “raising taxes on the rich to give it to those who need it more” as a top solution. This placed behind “reducing burdensome regulations so businesses can hire more people” (35 percent), “more job training for the 21st century” (24 percent), and even “cutting taxes for everyone” (15 percent).

The center-right holds an additional advantage when it comes to the American electorate’s view of what constitutes fair levels of taxation. Despite the left’s consistent talking point of “the rich not paying their fair share”, when voters were asked what should be the most a wealthy person could pay in total taxes and still be considered a “fair” level of taxation, over two-thirds of Americans responded that a rate of 30 percent or less was fair. This statistic points in favor of the right’s push for comprehensive tax reform and certainly contradicts Sen. Sanders’ call to raise death tax rates to 65 percent.

When proponents of tax and minimum wage hikes attempt to hammer conservative

candidates for being out of touch on income inequality, the response should be that all hardworking taxpayers deserve to see their pay increase, but raising taxes and the minimum wage will only lead to fewer jobs while doing little to address income inequality. Instead, we should focus on creating more opportunity for more Americans by reforming our tax code and welfare system to encourage respect for hard work and success. This will lead to a healthy economy with more opportunity, where all individuals can thrive rather than just get by.

As the 2016 election heats up and income inequality continues to be a key issue for primary voters, Republican candidates should be running towards the debate on income inequality rather than running from it. It provides both the chance to defend the principles of economic freedom and opportunity and to resonate with the real concerns of the American electorate.

Soldano is chair of Each American Dream.

[Opinion: How affordable housing mandates make housing more expensive](#)

LOS ANGELES TIMES - Gary Galles

This month the U.S. Supreme Court will decide whether to hear a legal challenge to San Jose's controversial inclusionary housing ordinance. Enacted in 2010 and upheld by California's top court in June, this zoning law requires housing developers of 20 or more units to sell 15% of them at prices far below their market value or pay a six-figure fee instead.

More than 170 California communities impose similar mandates and set-asides, but the net effect isn't more affordable housing for all. Rather it is a reduction in the construction of new homes, which pushes prices upward.

This is hardly a solution to a housing affordability crisis. It's also an unconstitutional government taking of private property without just compensation, and a violation of several precedents specifically, which is why the San Jose case deserves consideration by the Supreme Court.

If you think affordable housing mandates can't do much harm in regions where home prices are already among the highest in the nation, think again. In a Reason Public Policy Institute study that investigated the impact of housing set-asides in the San Francisco Bay Area from 2003 to 2007, economists Benjamin Powell and Edward Stringham found that the volume of new home construction dropped on average 30% in the first year after such a law passed, and prices rose 8%.

In a study looking at Southern California, Stringham and Powell found that housing starts in eight cities dropped off significantly after the inclusionary zoning went into effect. In the seven years before the law, over 28,000 new homes were built. In the seven years after? Only 11,000. Yes, 770 "affordable" units were constructed, but what's more important is the 17,000 homes that weren't built at all, making the housing shortage more acute and pushing up prices.

A different set of researchers from NYU's Furman Center for Real Estate and Public Policy found that inclusionary zoning programs in the Bay Area produced relatively few affordable units compared with other low-income housing policies. And their statistical analysis of

California and Massachusetts laws found that inclusionary zoning laws “contribute to increased sales prices of existing single-family homes during rising regional markets, and may depress local housing prices when regional prices decline.”

An analogy reveals the foolishness of inclusionary zoning.

Suppose there was a law that if you opened a new supermarket you had to sell 15% of your groceries to low-income people at far-below market prices to improve their access to good nutrition. This would clearly be an unfair burden. Those wanting to open new supermarkets did nothing to cause the problem; on the contrary, they intended to increase food accessibility.

Those eligible to buy the cheap food would benefit. But if this regulatory “tax” led to fewer new markets, many more people would lose. To cover the cost of this forced charity, new supermarkets would charge higher prices for the remaining 85% of their groceries. Existing stores might, in turn, decide to raise their prices because the new stores would provide no price competition on most goods.

Our society recognizes the downstream consequences of forced charity policies when the product is food; that's why the food stamp program doesn't constrain suppliers or meddle with free-market rates. (Instead, it helps low-income consumers afford full-price goods.) We should notice the same consequences when the product is housing.

Perhaps the reason that inclusionary zoning mandates aren't more widely opposed is that they transfer so much wealth from real estate developers and homebuyers to people who already own property. The mandates are portrayed as compassionate, but they survive because they have the opposite of the supposed intention, resulting in higher home prices, not lower.

Ultimately, the most important reason for ending inclusionary zoning may not be economic, but simply moral. The blatant unfairness to developers — who are not a cause of the housing crunch, but are part of the solution — run counter to the rules of fair play enshrined in the 5th Amendment.

Let's hope that the Supreme Court will not just hear the challenge against San Jose's counterproductive housing ordinance, but will strike down such mandates across the nation. We should be building our way out of the housing crunch, not burying ourselves deeper under a rubble of self-deceptive policies.

Gary M. Galles is a professor of economics at Pepperdine University, a research fellow with the Independent Institute in Oakland and author of "Faulty Premises, Faulty Policies."

[Sanders' Economic Plan Best for the 99 Percent](#)

HUFFINGTON POST - Roger Hickey

The Democratic presidential campaign -- unlike the Republican circus -- has actually produced a debate in which each candidate's economic agenda has gotten better and more populist. But as you can see at candidatescorecard.net/, there are also big differences.

Both Hillary Clinton and Bernie Sanders agree that America's long period of declining wages and growing inequality has been due to chronic slow growth and high unemployment. In

Hillary's words "getting closer to full employment is crucial to raising wages." Both are committed to some amount of increased public spending on infrastructure and investments in "green industries." But the difference between the two candidates on public investment is a matter of scale.

Hillary Clinton wants \$275 billion more in infrastructure investment in the next five years.

Bernie Sanders would increase by \$1 trillion our public investments in jobs-creating infrastructure over the same five year period - creating one million new jobs, while helping to retool the US economy to reduce carbon emissions.

One explanation for the difference in size of their spending plans may be found in Bernie Sanders' willingness to tax the wealthy and corporations. While Hillary has outlined some plans for higher capital gains taxes, she still has not rolled out detailed plans that would show us whether she would ask corporations to pay a larger share of taxes to pay for growth-producing public investments -- or whether her corporate tax plans would be "revenue-neutral." Clinton's reluctance to raise taxes on corporations limits her ambitions on public investment.

Secretary Clinton has also drawn a line that is limiting her ability to help create programs to support the incomes of middle-class and poor Americans. She has declared she will not raise taxes on anyone making under \$250,000 per year. Other Democrats have locked themselves into similar pledges -- notably Barack Obama in 2008 -- but Hillary has now pivoted to attacks on Bernie that are more typical of Republicans than Democrats.

This is unfortunate. If Democrats of earlier eras had adopted the Clinton approach there would be no Medicare or Social Security -- and no publicly-funded elementary schools or high schools.

Here's how the debate has turned ugly: Secretary Clinton is attacking Bernie Sanders' Medicare For All proposal because she says it will raise taxes on the middle class. What she doesn't say is that the Sanders plan would allow Americans to stop paying health insurance premiums, that their deductibles and copayments would be dramatically reduced, and that insurance executives would no longer interfere with their care.

The Sanders Medicare For All proposal would save the average family more than \$5,000 per year. It also would increase, not lower, incomes for 95 percent of Americans, according to Professor Gerald Friedman, Professor of Economics at the University of Massachusetts at Amherst.

Professor Friedman writes that if Medicare for All was enacted "we would, as a country, save nearly \$5 trillion over ten years in reduced administrative waste, lower pharmaceutical and device prices, and by lowering the rate of medical inflation."

Former Labor Secretary Robert Reich notes that:

"Bernie's proposals would cost less than what we'd spend without them. Most of the "cost" ... would pay for opening Medicare to everyone. This would be cheaper than relying on our current system of for-profit private health insurers that charge you and me huge administrative costs, advertising, marketing, bloated executive salaries, and high

pharmaceutical prices.”

Paul Waldman recently wrote in the Washington Post that "Every single-payer system in the world, and there are many of them of varying flavors, is cheaper than the American health care system. Every single one. So ... you can't say (Sanders' proposal) represents some kind of profligate, free-spending idea that would cost us all terrible amounts of money."

But rather than argue the case on its merits, Secretary Clinton has chosen to use the anti-government framing of the right by pledging that she will never "raise taxes" on the middle class (a group which, by her definition, includes people making \$250,000 per year.)

Social Security would never have been created if Democrats had taken this position in the 1930s, since it is funded by payroll taxes. But that funding is one of its sources of political and fiscal strength, since it is forbidden by law from contributing to the federal deficit.

And if Democrats had taken Secretary Clinton's tax position in the 1960s we wouldn't have Medicare today, since that program is also partially funded through a payroll tax. Both Social Security and Medicare have provided enormous benefits and savings for the middle class. They provide better service than private corporations could provide, at a much lower cost. Medicare For All would do the same.

Sen. Sanders has proposed to increase Social Security benefits for all recipients, a move which would increase the income of a typical senior by roughly \$1,300 per year. He would fund his proposal by having the wealthiest 1.5 percent of Americans pay into the program at the same rate as everyone else.

That happens to conform to Secretary Clinton's pledge not to raise taxes for households with less than \$250,000 in income. Nevertheless, she has refused to support the Sanders proposal and has not ruled out a Social Security benefit cut.

Then there's college education. Sen. Sanders proposed to make public colleges and universities tuition-free, as many were in the past (and has they are in a number of other countries today). Vice President Biden supports this concept. But Secretary Clinton opposes it, even though it would save middle-class families more than \$9,400 on average for each child they send to public college.

Sanders would pay for his college tuition plan with a tax on Wall Street speculation, so there's no middle-class tax involved. But Hillary Clinton has rejected it for a much more limited plan that would cost middle-class families much more. She says she is "not in favor of making college free for Donald Trump's kids." But how likely are billionaires' children to attend a public college? And you could use that logic to oppose free high schools or elementary schools, too.

In reality, it won't be Donald Trump's kids who lose out if Sanders' plan is blocked. The sons and daughters of the middle class will pay the price instead.

What about the minimum wage? Bernie Sanders has called for a gradual increase to \$15 per hour by 2020. For her part, Secretary Clinton has called for a \$12 per hour minimum wage. Under the Sanders plan, full-time minimum wage workers would receive an additional \$6,240 more per year than under Clinton's proposal.

Together these wage and jobs proposals would help the middle class by increasing demand for workers while at the same time raising the floor on their income. By contrast, Secretary Clinton has offered a weaker minimum wage proposal and not proposed a major jobs plan.

The middle class bore the brunt of the 2008 financial crisis, which cost the US economy at least \$6 trillion. Sen. Sanders predicted that Wall Street deregulation could lead to a taxpayer bailout and a financial crisis, and he has a plan for preventing the next one - by reinstating the Glass-Steagall rule and breaking up commercial banks, investments banks, hedge funds and insurance companies which now threaten the global economy. Hillary Clinton opposes both measures.

Secretary Clinton's use of anti-government, anti-tax rhetoric is counterproductive at best. It prevents her from supporting excellent proposals like Sen. Kristin Gillibrand's FAMILY Act, which Sen. Sanders supports. It would provide American families with at least 3 months of paid leave to care for a newborn baby or seriously ill or injured family members. This would particularly benefit working women, and it would only cost the average worker just \$1.61 per week.

What's more important - another Grover Norquist "no taxes" pledge, or a comprehensive plan for caregivers which costs less per week than a cup of coffee?

A framing like Secretary Clinton's paints government as inherently bad, even when it can deliver urgently needed programs more fairly and cost-effectively than the private sector. It closes the door on important proposals like the FAMILY Act and Medicare For All, and it undermines successful programs like Social Security and Medicare.

Here's the bottom line: The middle class is in crisis, and Secretary Clinton's proposals merely tinker at the margins of that crisis. They would not shift the fundamental direction of an economy that is growing more unequal every day. Nor would they offer greater security for the millions of Americans who live in fear of the future and wonder how they'll make it through today.

What's more, Secretary Clinton's agenda has been presented with a framing that threatens to undermine her own party's greatest achievements and make future advances for the middle class more difficult to achieve. The leader of the Democratic Party should fight for better government, not reinforce the anti-government tropes of the right. That sort of talk may have had an audience in the 1990s, but it is politically unwise today.

Bernie Sanders offers the best economic plan for the middle class. And he has shown that he is willing to challenge the Republican Party's rhetoric, rather than offer a pale reflection of it.

[Advocates press Baker for healthy foods initiative funding](#)
BOSTON GLOBE - Sarah Shemkus

In Springfield's Mason Square, one of the poorest neighborhoods in the state, the nearest supermarket is two miles — and multiple bus rides — away. Local nonprofits have tried for years to attract a grocery store, but companies have balked at opening in the low-income neighborhood.

That's where community leaders hope the Massachusetts Food Trust comes in. Using a nonprofit developer and money from the fund, they hope to build retail space at low cost, offer it at bargain rents, and reduce the financial risks to entice a supermarket operator to Mason Square. As an added bonus, the project could create as many as 150 jobs in a city and neighborhood that need them.

There's just one catch: the state has yet to release some \$2 million authorized by the Legislature in 2014 to get the food trust up and running.

The Mason Square supermarket and other food-focused projects around the state are awaiting action from the Baker administration, which last year failed to fund the program — and many other authorized projects — because of state government's shaky finances. Public health and economic development advocates, looking to increase access to healthier foods while creating jobs in low-income communities, are pressing the administration to release the money later this year.

"We know we have the need here in Massachusetts," said Maddie Ribble, director of policy and communications for the Massachusetts Public Health Association. "We're trying to make the case to the governor that it could do tremendous good."

The trust would be a fund that offers loans, grants, and technical assistance to new or growing food businesses that show potential to improve access to healthy food. The program was recommended in 2012 by the Grocery Access Task Force, a group of representatives from nonprofits, the food industry, and government agencies.

Though Massachusetts is one of the wealthiest states in the country, it has fewer than one supermarket for every 10,000 people, a lower rate than all but two other states, New Jersey and Texas, according to a 2010 report by The Food Trust, a national advocacy group. If funded, the Massachusetts Food Trust would help new businesses to bring healthy food options to underserved areas in an already underserved state, Ribble said.

Lower-income neighborhoods in cities like Worcester, Springfield, and Lowell are even less likely to have nearby supermarkets that offer fresh meats, vegetables, and other products. Families in these areas often rely on processed and fast-foods that are high in fat, sodium, and sugar. Research, from institutions including the national Centers for Disease Control, shows lack of access healthy foods can lead to higher rates of obesity, heart disease, and related medical issues.

"Right now, the unhealthy choice is the easy choice," said Joe Kriesberg, president of the Massachusetts Association of Community Development Corporations. "It is easy to find a McDonald's, it is easy to find a convenience store and get a bag of chips."

The Massachusetts Food Trust would also boost local economies, supporters said. In other states, similar programs have attracted an average of \$10 in private investment for every \$1 of public seed funding, Ribble said. In Pennsylvania, a similar program with \$30 million in seed funding has supported nearly 90 new projects and created more than 5,000 jobs since 2004.

In New York, the \$30 million Healthy Food and Health Communities Fund has created or preserved more than 1,000 jobs since it launched in 2010, said Sajan Philip, senior loan

officer for the Low Income Investment Fund, the agency that administers the program.

The Massachusetts Food Trust would invest in a range of projects, from traditional supermarkets and farmers markets to food business incubators that give start-ups the space, equipment, and technical guidance to get new, locally made food products off the ground.

Food hubs also have great potential, Ribble said. These central facilities aggregate the wares of small farmers and sell the produce to bigger retailers, giving local growers access to new, more profitable markets.

In Mason Square, money from the Massachusetts Food Trust would help a nonprofit economic development group Develop Springfield build a retail space that can be leased to a full-service supermarket, said Jessica Collins, executive director of Springfield public health organization Partners for a Healthier Community

In Lowell, Mill City Grows, a nonprofit that promotes healthy foods in low-income areas, hopes funding from the Massachusetts Food Trust could allow it to expand its mobile farmers market — a truck loaded with local produce that stops at sites throughout the city. The operation runs five days a week, selling fresh fruits and vegetables at eight locations; with the money to buy an additional van, it could reach 14 regular sites and make school visits, said founding co-director Francey Slater.

“I’m really excited about this — the potential it has to really spur growth in the healthy foods sector in Massachusetts,” she said.

The money for the Massachusetts Food Trust was authorized as part of a \$2.2-billion environmental bond bill. In the complex world of government budgeting, however, authorization is just a first step — once a project is authorized, the governor’s office needs to release the specified funds.

Peter Lorenz, spokesman for the Executive Office of Energy and Environmental Affairs, said his agency and others will develop a capital spending plan over the next few months to determine which projects get funding in the fiscal year that begins July 1.

At a glance

Though Massachusetts is one of the wealthiest states in the country, it has fewer than one supermarket for every 10,000 people, a lower rate than all but New Jersey and Texas, according to a 2010 report by The Food Trust, a national advocacy group.

[Councilor’s rise to head of pack is historic](#)

BOSTON GLOBE - Meghan E. Irons

Michelle Wu’s big moment came early Monday morning, as the at-large councilor led her colleagues to the Faneuil Hall stage for their inauguration ceremony.

There, they raised their right hands and pledged to serve the residents of Boston.

A few hours later, cheers rained down on Wu as she stood on a dais at City Hall and marked her historic ascendancy to the presidency of the Boston City Council.

Wu's presidency is a turning point for the council, the city, and Wu, who in 2013 became the first Asian-American woman to be elected to the council. As she takes the helm, she also will serve as the first woman of color to be called council president.

Only two other women have held the post — Louise Day Hicks in 1976 and Maureen Feeney, 2007 to 2008.

"This is a seminal moment for our community, not just for Michelle, but for what it can begat for our community," said Leverett Wing, a close friend of Wu's and longtime Asian-American political activist. "It shows that an Asian-American can achieve leadership status, not only as an Asian-American, but as a woman and a woman of color."

In her inauguration speech, Wu welcomed the two newest members of the council, Annissa Essaibi George, who won an at-large seat, and Andrea Joy Campbell, who now represents District 4, before outlining a bold agenda. She urged her colleagues to work to reduce income inequality, reform the criminal justice system, and improve educational opportunities.

Wu, who lives in Roslindale with her husband, Conor, and son, Blaise, said she was grateful for the opportunity to serve and was ready to start addressing issues critical to the city. "I'm just so excited for the council," Wu said, pausing for photos Monday. "I've had the chance to sit down with everyone over the last couple of weeks. [There were] great ideas [and a] lot of energy to get things done this term."

Geoff Why, a partner at Mintz Levin, said he met Wu when she was a first-year Harvard Law School student. He was overcome with emotion at her election, he said. Why, a fourth-generation Chinese-American, had moved to Boston in 1984 and served in the administration of former governor Deval Patrick. On arrival in Boston, he said, he saw few Asian-Americans. Now they are everywhere, he said.

That demographic shift was not lost on him as he watched Wu step into her new leadership role, he said.

"I never envisioned what I saw . . . which was the election of an Asian-American woman as a city council president," he said. "It's easy to say it was a historic occasion . . . but it really, to me, is a mirror of the emergence of the Asian-American and diverse populations of this city."

US Senator Elizabeth Warren, a mentor to Wu and her former law professor, was also in City Hall to share the big day with Wu. She said knew there was something special about Wu the first time she met her.

"She's not just a woman full of good ideas and a passionate heart," Warren gushed, "but a woman who gets out and does what needs to be done."

"I'm proud of you, Michelle," Warren said, and hugged Wu.

Wu, a 30-year-old attorney, a new mother, and a community advocate, was raised in suburban Chicago to parents who had immigrated from Taiwan. She came to Boston to attend Harvard College and Harvard Law School. She has been a restaurant owner, legal

services attorney, and legal guardian of her younger sister. She also held stints in the administration of Mayor Thomas M. Menino and was the constituency director for Warren's Senate campaign.

In her first term in office, Wu pushed a law providing some city workers six weeks of paid parental leave after the birth or adoption of a child. The measure caught the attention of President Obama, who said in a Labor Day speech in Boston the city should be "proud of what you're doing for working families."

She also worked on a measure that guarantees that transgender municipal employees and their dependents have access to gender reassignment surgery, hormone therapy, and mental health services.

But Wu also took heat for voting for Bill Linehan as council president two years ago. Although she said she does not regret the vote, some progressives have not forgiven her for it.

At the council meeting, Linehan — the oldest councilor currently serving — handed her the gavel. The room erupted in hoots, cheers, and a standing ovation, as Wu beamed.

"Thank you so much to my fellow Boston City Councilors," Wu said. "Thank you for putting your trust in me."

Afterward, a crowd swarmed her, each group wanting to snap pictures with her.

"Michelle, Michelle," they said.

Wu, smiling widely, obliged.

[Will California's Fair-Pay Law Eliminate The Gender Wage Gap?](#)

INTERNATIONAL BUSINESS TIMES - Michelle Mark

Kim-Shree Maufas comes from generations of California women who have worked alongside men without receiving equal compensation. From her grandmother, who left sharecropping to become a licensed vocational nurse, to her mother, who worked as an industrial mechanic, Maufas said the women in her family are all too familiar with the sting of being paid less than a man for performing the same tasks.

Maufas, who works as an executive assistant at a San Francisco public relations firm, said she is fortunate to work at a female-dominated company with an equity pay policy, where she doesn't feel discriminated against or unequally compensated for her labor. But in her previous jobs doing accounting work for firms, she remembers not always feeling so certain.

"The idea that [my mother] was dealing with as much danger and needed as much training and education as men did, but wouldn't possibly be getting the same pay, is just devastating. And it has happened constantly," Maufas said. "I could certainly say that maybe I was not getting paid the same as a male counterpart in that private-sector world."

Maufas is one of millions of female workers in California who may now find it easier to take an employer to court for unequal compensation, thanks to the state's new fair-pay law, which

took effect Friday. But while the legislation is being touted by its proponents as the toughest such law in the country, some have voiced concerns that it could be logistically complicated to roll out and leaves not only companies but also individual managers and executives susceptible to potential lawsuits.

“That’s obviously scarier from a personal standpoint,” said Heather Sager, who specializes in employment law at the San Francisco firm Vedder Price. “Is it really fair to hold the head of that company responsible for what I, as a defense attorney, would likely argue are lone-wolf errors?”

California’s Fair Pay Act was signed by Gov. Jerry Brown in October and expands existing federal legislation that prohibits employers from paying women less than men for equal work. Under the state’s new law, employees are protected from workplace wage secrecy policies and retaliation for invoking the legislation. The burden of proof has been shifted to employers, who must prove they pay workers of both genders equally for “substantially similar work,” regardless of job title or location, unless the company has a bona fide business- or non-gender-related reason. The legislation cites data revealing that California women earn an average of 84 cents for every dollar earned by men. The national average remains roughly 79 cents per dollar for full-time female workers, compared with their male colleagues.

Due to the broadness of the law and its increased onus on employers, Sager said she now encourages executives to embark on what they have traditionally been reluctant to do: implement potentially complicated or expensive audits, employee surveys and financial analysis of compensation packages to ensure the companies are “bulletproof” and aren’t leaving themselves open to lawsuits. The San Francisco-based company Salesforce, for example, reported it spent an extra \$3 million on payroll expenses in 2015 in an effort to review the software company’s 17,000 employees’ salaries and ensure there was no gender pay gap.

While C-Suite executives are often reluctant to expend time and money on laborious company audit that may uncover nothing of concern, Sager said the preventative measures will always be cheaper in the long run than dealing with a class-action lawsuit. But Sager said it’s now more important ever that companies evaluate not just salaries, but the on-the-ground workplace experiences their employees encounter every day. If wage parity exists but workplace culture and ambiguous bonus packages appear to favor male employees, for example, the company is still liable.

“It’s extremely challenging, if not impossible, to win this type of litigation on the employer’s side based on paperwork and policies alone,” she said. “There’s always an element of the reality of the workplace, and if the employer is not up to speed on what’s going on from a practical standpoint, they’re not going to be able to fulfill their burden of proof on the defense side.”

The legislation was first introduced by Democratic state Sen. Hannah-Beth Jackson just days after actress Patricia Arquette used her Academy Award speech in February 2015 to call attention to the country’s gender pay gap. Jackson used the public attention Arquette brought to the issue to fuel support in the state, which has been scrutinized for high-profile instances of gender discrimination in Hollywood and Silicon Valley.

“To every woman who gave birth to every taxpayer and citizen of this nation, we have fought for everybody else’s equal rights. It’s our time to have wage equality once and for all and equal rights for women in the United States of America,” Arquette said after winning the best supporting actress Oscar.

The law also comes after last year’s infamous gender discrimination lawsuit filed by Ellen Pao, a former partner at Silicon Valley venture capitalist firm Kleiner Perkins Caulfield & Byers who alleged the company had promoted men rather than women and didn’t support women who had complained of sexual harassment. Although a civil jury ruled the firm did not discriminate against Pao, the incident shone a national spotlight on gender discrimination problems in California’s booming tech industry.

President Barack Obama has addressed the gender pay gap in the U.S. time and time again during his administration to little effect. The Lilly Ledbetter Fair Pay Act, Obama’s first bill signed in office, allows women more time to file a discrimination lawsuit — but the law didn’t address wage transparency or provide women with the means to know when they’re being discriminated against. In the absence of federal legislation, states have taken it upon themselves to pass laws to address the wage gap. In addition to California, New York, Connecticut, Delaware, Illinois, North Dakota and Oregon all passed equal pay legislation in 2015, while Massachusetts has two bills pending. Roughly 21 other states also had equal pay bills defeated during the same time period, according to data kept by the American Association of University Women.

Legal experts said despite the logistical kinks and trepidation from employers, the California law is ultimately a positive step for women that could spark a ripple effect across the U.S. and inspire similar legislation in other states. Emily Martin, vice president and general counsel for the D.C.-based National Women’s Law Center, said the law may well lead to some legal disputes over the definition of “substantially similar work,” but it’s not a bad thing that employers are being encouraged to think critically about the justifications they use to determine pay scale, and whether those reasons really are business- or job-related.

“[The law] recognizes that one of the best ways to fight pay discrimination is with sunshine, and that if people don’t know how much their co-workers are making, they’ll never know if they’re experiencing pay discrimination,” Martin said. “The extent that there’s some question about what ‘substantially similar’ means, what I think it will do that’s a really valuable thing is lead employers to take a closer look at their own pay practices to try and ensure that they are meeting this really strong, protective legal standard.”

[Don't Punish Entrepreneurs Because They're Richer Than You](#)

FORTUNE - Chris Matthews

The reason for income inequality may actually be beneficial.

It’s difficult to talk openly about income inequality without raising the ire of the Internet, a fact that Paul Graham, co-founder of Y-Combinator, learned this week.

In an essay published on his blog, venture capitalist Graham argued that income inequality, which has been increasing so much of late that representatives of both political parties are now decrying it, is actually a good thing. He was roundly lambasted for the logic of his argument, which he tried to clarify in a simplified version of his essay on Tuesday morning.

Graham's simplified version: Not all causes of income inequality are bad. We should attack poverty, he said, but be careful not to go after the people who are creating new companies, jobs, and innovation, just because they are getting rich from doing so.

The problem with this argument is that there are few people in the mainstream who are arguing that the way to attack the problem of economic inequality is to take away the rewards of success. Sure, thinkers like French economist Thomas Piketty have argued that global income and wealth inequality should be fought in part with a tax on wealth. But the other part of this argument is that the revenue should then be used to fund things like education and affordable housing that would count as "attacking poverty."

Second, Graham implies that the majority of America's superrich, the 0.1% of earners who have captured most of the gains in income over the past two generations, are founders of companies. But economic studies show that these people are mostly "executives, managers, supervisors, and financial professionals," and not the sort of risk-taking entrepreneurs that Graham is defending.

In other words, there's no reason to believe that the proposals on the mainstream left, like higher taxes on wealth, financial transactions, and income, combined with a higher minimum wage, earned-income tax credits, and investment in infrastructure and education would do much to dissuade Silicon Valley entrepreneurs from inventing the next revolutionary product.

But that doesn't mean that Graham's fundamental point is incorrect. The possibility of great wealth is a very important motivator for the entrepreneurial class, and economic studies have shown that countries like those in Scandinavia, with its high tax rates and wealth redistribution, have lower levels of technological innovation. As MIT economist Daron Acemoglu has written:

Imagine if the U.S. increased taxation, reduced rewards for entrepreneurship and discouraged risk-taking: It is reasonable to expect that its entrepreneurs—in Silicon Valley, medicine, robotics, and aerospace, to name a few—would become less daring and innovative. This could have negative consequences for growth and prosperity not only in the United States, but throughout the world. There is no other country that could step in as the innovation engine of the world economy.

This is not to say that the United States couldn't benefit from a bit more wealth redistribution or more investment in public goods like education, but there is a point at which increased equality is paid for with slower growth and less efficiency. For a more eloquent defense of this important point, however, Graham may have checked out the writing of a fellow tech entrepreneur Bill Gates, who in a 2014 blog post, recognized that we need to reduce income inequality in order to create social stability and faster economic growth. And he did so while proposing policies, like a progressive consumption tax, that wouldn't curtail entrepreneurship.

[Hidden Factors In Your Brain Help To Shape Beliefs On Income Inequality](#)

NPR - Shankar Vedantam

An experiment, conducted at bars in Kansas, suggests that hierarchical thinking comes more easily to people than egalitarian thinking. This may have implications for the topic of income inequality.

Transcript:

DAVID GREENE, HOST:

Income inequality - it has become one of the themes in this year's presidential election. New social science research suggests that the way you think about this issue might be shaped by some hidden factors in your brain - and also by whether you've been drinking. NPR's social science correspondent, Shankar Vedantam, is here to explain. Hey, Shankar.

SHANKAR VEDANTAM, BYLINE: Hi, David.

GREENE: All right, income inequality, hidden biases and drinking - this is going to be good.

VEDANTAM: Well, it is going to be good. And I'm going to take you out in a second to a bar in Lawrence, Kan., David.

GREENE: Oh, good - I was hoping for that.

VEDANTAM: But first, I need to explain the context of the new research. A basic idea in human development is that the things we learn early on in life stick in the brain. Now, that's true whether you're talking about languages you learn or patterns and behavior.

GREENE: Or you learn to ski. And, I mean, people seem to learn to ski much better when they're younger.

VEDANTAM: Exactly. Now, new research applies this idea to our attitudes toward fairness. When you think about it, most of our early relationships - parent-child or student-teacher - these are hierarchical relationships. As we grow older, we learn to think of relationships in more egalitarian terms. But if you buy the idea that the things we learn first stick in the brain, that means that hierarchical ways of thinking are primary because we learn to think that way first. I was speaking with Laura Van Berkel. She's a graduate student in social psychology at the University of Kansas. Here's how she put it to me.

LAURA VAN BERKEL: We learn hierarchies and think about hierarchies for a long time before we really begin to develop egalitarian attitudes. So even though we might like egalitarianism more as we develop, we still have that initial preference for hierarchy.

GREENE: So it's not a democracy when you're young. You either have a parent or teacher literally giving you instructions, telling you what to do, and your sort of mind gets used to that. And then those things stick there.

VEDANTAM: That's exactly right. And when you think about how this applies to public policy, if income inequality bothers you, it's really because you want a more egalitarian world. If it doesn't bother you, it's probably because you're OK with there being high-status and low-status people - with there being hierarchies. Van Berkel's theory is that for many of us, hierarchical thinking comes more easily and automatically, whereas egalitarian thinking requires more effort, so just like speaking your first language comes more naturally to you than speaking a second language.

GREENE: And so in a way, it would be more natural for you to not care if there's a lot of

inequality. It takes effort for you to think about, like, I want there to be fairness. I think I get that. So how does drinking come into play here?

VEDANTAM: That's a good question, David. To test whether egalitarian thinking is secondary in the brain to hierarchical thinking, Van Berkel hit up on an ingenious idea. When people are drunk, they often reveal hidden attitudes because alcohol tends to make people feel disinhibited. That led Van Berkel and her colleagues to run an experiment.

VAN BERKEL: We stood outside bars in downtown Lawrence, Kan., and people that agreed to participate answered our survey questions about how much they liked hierarchy and equality. And they blew into a breathalyzer. The higher people's blood alcohol content - or the more drunk they were - the more they liked hierarchy and power.

VEDANTAM: One important thing to point out, David, is that people's ideologies did not affect the outcome. Both liberals and conservatives endorsed hierarchies when they were drunk. And the drunker they got, the more they stepped away from egalitarianism.

GREENE: OK, so you're drunk. You're not making as much effort because you can't, and you're also sort of resorting to kind of natural, child-like feelings.

VEDANTAM: That's exactly right. Now, it's also possible that for some reason, people who endorse hierarchical thinking are also more likely to get drunk. So this is a correlation that the researchers are finding. To further test that conclusion, they conducted several other experiments. When people are distracted or under time pressure, they also tend to fall back on primary ways of thinking. Again, in these experiments volunteers tend to support hierarchical systems. So when volunteers are asked to divide resources in a game, for example, people given less time to think about it are more likely to divide the money unfairly and to endorse existing hierarchies. So the bottom line, David - if you want people to endorse hierarchical thinking, put them under time pressure or just get them drunk.

GREENE: Shankar, thanks for coming in, as always.

VEDANTAM: Happy to be here, David.

GREENE: Shankar Vedantam is NPR's social science correspondent. He is also the host of the new podcast that explores the unseen patterns in human behavior. It is called Hidden Brain.

[Chicago: America's most segregated city](#)

CNN MONEY - Tami Luhby

The Windy City, which is currently contending with a series of police shootings of black Chicagoans, is the most segregated major metro area in the nation. And it's been in the top 3 in terms of segregation for many years, according to the Voorhees Center for Neighborhood and Community Improvement at the University of Illinois at Chicago.

In Chicago, blacks and whites live clustered in separate parts of the city. In fact, some 72% of black or white residents would have to move to a different census tract to even out the numbers, according to a commonly used segregation measure called the index of dissimilarity. In New York, the figure is 65% and in Philadelphia, it's 63%.

"Even in a country marked by high levels of segregation, Chicago stands out," said Richard Reeves, a senior fellow at Brookings who recently co-authored a blog post on inequality in Chicago.

Over the past 40 years, there's been a marked increase in the number of very wealthy and very poor Chicagoans, said Janet Smith, co-director of the Voorhees Center. The middle class, meanwhile, has moved to the suburbs.

Young, white, highly educated professionals are moving to Chicago's North Side along Lake Michigan and neighborhoods west of the downtown, while very low-income areas in the city's South and far West sides are also expanding.

"In 1970, Chicago had a lot of middle-class families," Smith said. "That's not the case anymore."

The population shift is one reason why the income of white residents has risen steadily since 1990. While blacks saw their income climb a bit at the end of the last century, it has since fallen below 1990 levels, according to Census figures.

More than one-third of Chicago's black residents are poor. But that statistic doesn't show how concentrated poverty is.

Just over half of census tracts with a majority black population have more than 30% of families living in poverty, according to Reeves' post. Only 2% of predominantly white census tracts have that high a percentage of families in poverty.

On the flip side, only 7% of majority black tracts have fewer than 10% of families in poverty, while 81% of majority white tracts do.

Previous housing and mortgage policies that kept black residents confined to Chicago's poorer neighborhoods also limited their ability to buy homes and build wealth. As a result, many black residents rent for generations.

"The scars of segregation, redlining, housing policies and discrimination are still very visible today," said Lauren Nolan, economic development planner at the Voorhees Center.

Unemployment among blacks is higher in Chicago than it is nationally, and the gap between whites' and blacks' unemployment rates is larger. Whites had an average annual unemployment rate of 5.3% in 2014 nationally, while the rate for blacks was 11.3%.

One reason why so many blacks in Chicago are out of work is because of the loss of manufacturing jobs on the city's South side over the past 15 to 20 years, Smith said. This also adds to blacks' higher poverty rates and declining incomes.

###

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#)
[REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Thursday, January 07, 2016
Date: Wednesday, January 06, 2016 6:05:04 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, January 7, 2016

WEATHER: Hi of 46 Low of 32, Mostly Sunny
ATTIRE: Business

6:30 - 7:00 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
7:30 - 8:30 AM	[REDACTED] [REDACTED]
9:00 - 9:30 AM	TRAVEL FROM [REDACTED] TO CITY HALL Travel Time: 30 Mins. Car: [REDACTED]
9:00 - 9:30 AM	NEWS WITH PETER
9:30 - 10:30 AM	[REDACTED] MEETING WITH SPEAKER MMV Location: City Hall, The Mayor's Office
10:30 - 11:00 AM	[REDACTED] Location: [REDACTED]
11:00 - 11:30 AM	[REDACTED] MEETING Location: City Hall, The Governors Room
11:30 - 12:00 PM	TRAVEL FROM CITY HALL TO QUEENS COLLEGE Travel Time: 30 Mins Car: [REDACTED]
12:00 - 1:00 PM	REMARKS AT NYPD NEW CLASS SWEARING-IN Location: Queens College, Colden Center for the Performing Arts, 65-30 Kissena Blvd., Queens Staff Contact: Jerika Richardson

Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

1:00 - 1:30 PM TRAVEL FROM QUEENS COLLEGE TO CITY HALL
Travel Time: 30 Mins
Car: [REDACTED]

1:30 - 1:45 PM PREP [REDACTED]
Location: City Hall, The Mayor's Office
Travel Time: 15 Mins
Car: [REDACTED]

1:45 - 3:00 PM SIGNING CEREMONY FOR PPL (ON-TOPIC)
Site Contact: Dan Gross
Telephone: [REDACTED]
Press Contact: Karen Hinton
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

3:00 - 4:00 PM [REDACTED] PREP
Location: City Hall, The Blue Room

4:00 - 5:00 PM [REDACTED] MEETING WITH PC
Location: City Hall, The Blue Room

5:00 - 5:30 PM MEETING WITH TOM COCHRAN
Location: City Hall, The Mayor's Office

5:30 - 6:00 PM TRAVEL FROM CITY HALL TO GRACIE MANSION
Travel Time: 30 Mins
Car: [REDACTED]

6:00 - 8:00 PM [REDACTED] MEETING
Location: Gracie Mansion

8:00 - 9:00 PM [REDACTED]
Location: Gracie Mansion

9:00 - 10:00 PM [REDACTED]
Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

8:00 - 9:30 AM

[REDACTED]

9:30 - 10:30 AM

[REDACTED]

10:30 - 12:30 PM

[REDACTED]

12:30 - 1:00 PM

[REDACTED]

1:45 - 3:00 PM

SIGNING CEREMONY FOR PAID PARENTAL LEAVE EXECUTIVE ORDER WITH

MBDB

3:30 - 5:00 PM

[REDACTED]

5:00 - 8:00 PM

[REDACTED]

8:00 - 9:00 PM

FYI: [REDACTED]

From: [Gunaratna, Mahen](#)
To: [B](#)
Cc: [Snyder, Thomas](#); [jfdc](#); [Geri](#)
Subject: POLITICO: THE OBAMA ISSUE: Obama's Policy Legacy: The Nation He Built
Date: Thursday, January 07, 2016 10:36:14 AM

THE OBAMA ISSUE: Obama's Policy Legacy: The Nation He Built

POLITICO - Michael Grunwald

<http://www.politico.com/magazine/story/2016/01/obama-biggest-achievements-213487#ixzz3wX0a8dpq>

A POLITICO review of Barack Obama's domestic policy legacy—and the changes he made while nobody was paying attention.—

On March 23, 2010, President Barack Obama signed the Patient Protection and Affordable Care Act, the 906-page health care reform law known as Obamacare. It was, as a live microphone caught Vice President Joe Biden exclaiming to his boss, a big deal, with Biden memorably inserting an extra word for emphasis—and for history—between “big” and “deal.”

Obamacare would cover millions of the uninsured, a giant step toward the Democratic dream of health care for all. It also included dozens of less prominent provisions to rein in the soaring cost and transform the dysfunctional delivery of American medicine. It was the kind of BFD that the most consequential presidencies are made of, even though it had squeaked through Congress without any Republican votes, and few Americans truly understood what was in it.

Even fewer Americans understood what was in the Health Care and Education Reconciliation Act, the 55-page addendum that officially finalized Obamacare. This was the strange legislative vehicle that Democrats had jerry-rigged to drag reform around a Republican filibuster. Its substance was mostly an afterthought—the New York Times ran a dutiful story on page A16 after it passed—but as Obama noted when he signed it the next week at Northern Virginia Community College, it included another BFD.

“What’s gotten overlooked amid all the hoopla, all the drama of last week, is what’s happened in education,” he said.

Yes, education. Tucked into the parliamentary maneuver that rescued his health care law was a similarly radical reform of the trillion-dollar student loan program. When Biden’s wife, Jill, a professor at Northern Virginia, introduced Obama that day, she called it “another historic piece of legislation.” The House Republican leader, John Boehner of Ohio, complained that “today, the president will sign not one, but two job-killing government takeovers.”

Obamacare wasn’t really a government takeover, but the student loan overhaul actually was; it yanked the program away from Sallie Mae and other private lenders that had raked in enormous fees without taking much risk. The bill then diverted the budget savings into a \$36 billion expansion of Pell Grants for low-income undergraduates, plus an unheralded but extraordinary student-debt relief effort that is now quietly transferring the burden of college loans from struggling borrowers to taxpayers. It all added up to a revolution in how America finances higher education, completely overshadowed by the health care hoopla and drama.

Over the past seven years, Americans have heard an awful lot about Barack Obama and his presidency, but the actual substance of his domestic policies and their impact on the country remain poorly understood. He has engineered quite a few quiet revolutions—and some of his louder revolutions are shaking up the status quo in quiet ways. Obama is often dinged for failing to deliver on the hope-and-change rhetoric that inspired so many voters during his ascent to the presidency. But a review of his record shows that the Obama era has produced much more sweeping change than most of his supporters or detractors realize.

It's true that Obama failed to create the post-partisan political change he originally promised during his yes-we-can pursuit of the White House. Washington remains as hyperpartisan and broken as ever. But he also promised dramatic policy change, vowing to reinvent America's approach to issues like health care, education, energy, climate and finance, and that promise he has kept. When you add up all the legislation from his frenetic first two years, when Democrats controlled Congress, and all the methodical executive actions from the past five years, after Republicans blocked his legislative path, this has been a BFD of a presidency, a profound course correction engineered by relentless government activism. As a candidate, Obama was often dismissed as a talker, a silver-tongued political savant with no real record of achievement. But ever since he took office during a raging economic crisis, he's turned out to be much more of a doer, an action-oriented policy grind who has often failed to communicate what he's done.

What he's done is changing the way we produce and consume energy, the way doctors and hospitals treat us, the academic standards in our schools and the long-term fiscal trajectory of the nation. Gays can now serve openly in the military, insurers can no longer deny coverage because of pre-existing conditions, credit card companies can no longer impose hidden fees and markets no longer believe the biggest banks are too big to fail. Solar energy installations are up nearly 2,000 percent, and carbon emissions have dropped even though the economy is growing. Even Republicans like Ted Cruz and Marco Rubio, who hope to succeed Obama and undo his achievements, have been complaining on the campaign trail that he's accomplished most of his agenda.

"The change is real," says Ron Klain, who served as Biden's White House chief of staff, and later as Obama's Ebola czar. "It would be nice if more people understood the change."

Obama, Art-ified: A tour through the unprecedented body of artwork depicting Barack Obama. (Click to view gallery.) | Images courtesy of the artists

In a conflict-obsessed media environment that is not exactly geared toward substantive policy analysis, Obama's technocratic brand of change has tended to be more opaque than, say, Donald Trump's plan for a wall along the Mexican border or Bernie Sanders' promise of free college for all. At times, its complexity has camouflaged its ambition. At other times, its ambition hasn't lived up to Obama's rhetoric; not everything has changed in the Obama era. For example, he talked a big game about eliminating wasteful programs, but other than killing the F-22 fighter jet, an absurdly expensive presidential helicopter and a hopelessly captured bank regulatory agency called the Office of Thrift Supervision, he hasn't done much of that.

The most obvious thing Obama hasn't done is usher in a new era of public enthusiasm for government action and the Democratic Party. He was reelected by a comfortable margin, but conservative Republicans have taken back both houses of Congress and made impressive gains in statehouses on his watch, riding a powerful wave of hostility to federal overreach. That political legacy could imperil some of Obama's left-of-center policy legacy if a Republican is elected to succeed him. It has already stymied gun control and immigration reform, while forcing Obama to accept deep spending cuts he didn't want.

But it's remarkable how often Obama has gotten what he wanted, in many cases policies that Democrats (and sometimes moderate Republicans) have wanted for decades, and how often those policies have slipped under the radar.

It's fairly well known that Obama bailed out U.S. automakers, enacted an enormous economic stimulus package, signed the most sweeping rewrite of financial rules since the Great Depression, killed the Keystone XL pipeline and issued historic carbon regulations to fight climate change. But how many Americans are aware of his administration's harsh regulations cracking down on for-profit diploma mills, inefficient industrial motors and investment advisers with conflicts of interest? Everyone knows the Obamacare website was a disaster, but few realize that Obama got some of the Silicon Valley techies who fixed it to stick around and start up a U.S. Digital Service, a groundbreaking effort to bring government tech into the 21st century.

I've spent a lot of time studying Obamaworld's obscure policy changes. I wrote a book about that Obama stimulus, The New New Deal, and I helped former Treasury Secretary Tim Geithner with his memoir. But even though the subtitle of my book was The Hidden Story of Change in the Obama Era, I didn't realize the scope of the change before I reviewed hundreds of pages of reports and interviewed dozens of his current and former aides for this article. I remember President Bill Clinton crusading for the Food and Drug Administration to regulate tobacco, but I somehow missed that Obama finally made it happen. I was aware that Obama was doubling fuel-efficiency standards for cars, and I even knew he was pushing a flurry of lower-profile efficiency mandates for appliances. But I had no clue that just one of those rules, for commercial air conditioners, will singlehandedly reduce U.S. energy use by 1 percent.

Internally, Obama has made a point of distinguishing his approach from Clinton's "small ball," telling aides he didn't seek the job to promote school uniforms. Take that \$800 billion stimulus, which set the tone for his swing-for-the-fences presidency in his very first month. Its main goal was saving the economy, but as his first chief of staff, Rahm Emanuel, liked to say, it was also stuffed with an entire administration's worth of accomplishments. By contrast, Clinton fought unsuccessfully early in his presidency for a mere \$16 billion stimulus, just enough to fund the high-speed broadband and high-speed rail initiatives in Obama's package. One veteran of both White Houses summed up the difference by telling me Clinton's put out more fact sheets touting its work, while Obama's has been too busy doing work.

"People were always saying: 'Why aren't we talking about this cool accomplishment? Under Clinton we would've bragged about it for weeks!'" recalls Jon Favreau, Obama's first-term speechwriter. "The answer was usually: 'Because there are a million other things going on.'"

Somehow, Obama's policy-first approach has managed both to galvanize his Republican

enemies, who portray him as a European-style leftist on a big-government rampage, and to disappoint many liberal elites, who see his presidency as a series of ineffectual half-measures. His administration has struggled to explain complex achievements like clearinghouses for derivatives trades, net neutrality rules for the Internet and temporary legal status for undocumented immigrants who arrived as children. It's been hard to break through with policy details when so many eyes have been on the Great Recession, the Republican revival, the partisan budget wars that have raged since 2011 and other Washington dramas. His foreign policy—drawdowns in Afghanistan and Iraq, messes in Russia and Syria, openings to Iran and Cuba, the killing of Osama bin Laden, a pending Pacific Rim trade deal and the global climate agreement in Paris—has also distracted attention from his domestic work.

But after seven years of anti-small ball, the results are pretty straightforward. The economy was bleeding 800,000 jobs a month when Obama took office; it has now enjoyed a record 69 straight months of private-sector job growth, though economists disagree about how much credit Obama deserves for the recovery, and in any case wage growth has been tepid. The deficit has shrunk by nearly \$1 trillion, and Medicare's long-term solvency has been extended by 13 years. The resuscitated auto industry produced 11 million vehicles in 2014. Federal contractors can no longer discriminate against gays, women can now serve in combat and the rich are paying higher taxes. A new Consumer Financial Protection Bureau is policing unscrupulous mortgage brokers, payday lenders and other rip-off artists, and the financial system has much less risky leverage.

Before Obama, Americans were using more energy every year; now we use less energy overall, and more of that energy is clean. Oil imports are down 60 percent from 2008 levels, more than a third of America's coal plants are shutting down and sales of LED bulbs have increased 50-fold. Health care inflation and the uninsured rate have fallen to their lowest levels in half a century, and doctors now use iPads instead of clipboards. Student borrowers can now ratchet down their monthly payments to 10 percent of their discretionary income and get their loans forgiven after 20 years, rules that are gradually and almost silently easing the student debt crisis. Nine of 13 federal appeals courts now have a majority of Democratic-appointed judges; in 2009, it was one of 13.

Americans might not agree how much Obama can personally take credit for all of it, or whether that's Change We Can Believe In. But it's change.

Early in his presidential transition, Obama led a brainstorming session with his policy team about first-term accomplishments. Geithner offered a downer of a reality check: "Your accomplishment is going to be preventing a second Great Depression."

"That's not enough for me," the president-elect shot back. "I'm not going to be defined by what I prevented."

That attitude defined Obama's first two years in office, which featured the most energetic flurry of legislation since the Great Society. He wanted to do stuff, not just avoid stuff. He wanted to be a Ronald Reagan of the left. And he believed, as Emanuel put it, that the crisis would be a terrible thing to waste.

Obama began with a stimulus larger than the entire New Deal in real dollars. Widely ridiculed as Porkulus at the time, it is now widely credited by economists with helping to end

the Great Recession with short-term economic adrenaline: record aid to the vulnerable that directly boosted 13 million Americans out of poverty; record aid to states that averted 300,000 teacher layoffs; hard-hat projects that upgraded 42,000 miles of road, 2,700 bridges and 6,000 miles of rail; and roughly \$300 billion worth of tax cuts for businesses and families.

But with little fanfare, the stimulus also poured cash into Obama's long-term agenda for reshaping the country. It transformed the U.S. clean-energy sector, blasting an astonishing \$90 billion into renewables and other long-neglected green priorities, while birthing a new research agency called ARPA-E. The only investment that got much press was a failed \$535 million loan to a solar manufacturer called Solyndra, but that same loan program financed nine of the world's largest solar farms, among other projects; the overall portfolio is thriving. The green stimulus helped quadruple U.S. wind power, put the first 400,000 electric vehicles on American roads and began a low-carbon transition that helped the United States lead the push for a bold global climate deal in Paris.

Meanwhile, the Race to the Top competition had an even faster impact on education, inspiring almost every state to embrace at least some of Obama's preferred K-12 reforms—removing caps on charter schools, expanding testing, adopting tougher standards like the Common Core—just to improve their chances for a grant. There is now a growing backlash against excessive testing and the Common Core, but in the words of Obama's outgoing education secretary, Arne Duncan, “The Race changed the game in education before the Race even started.”

In the same vein, a \$25 billion incentive program in the stimulus for health information technology has helped drag a pen-and-paper medical system into the digital age, with adoption soaring from about 10 percent of hospitals and 20 percent of doctors in 2008 to about 80 percent of hospitals and 80 percent of doctors today. E-prescriptions are ubiquitous, and digitization is already reducing fatal errors and unnecessary tests caused by sloppy handwriting and inaccessible files. There have been problems getting electronic systems to talk to each other, sparking a backlash of sorts from irritated doctors, but Farzad Mostashari, Obama's former health IT czar, is confident online medicine will inevitably produce the efficiencies common in online banking and dating. He says the griping reminded him of Louis C.K.'s “Everything's Amazing, Nobody's Happy” riff, where the comedian mocks airline passengers who whine about slow Wi-Fi instead of appreciating the miracle of flight.

“Come on, in five years, we changed an approach that had been dominant in medicine for 4,000 years,” Mostashari says.

The stimulus also offered an introduction to Obama-ism. Purity was not a priority. He needed three GOP senators to avoid a filibuster, so he caved to their demands, including an \$800 billion cap and the removal of a \$10 billion initiative to renovate America's schools. But popularity was not a priority either. He constantly browbeat his policy advisers to tell him what would work and leave the politics to him. He expected his wonks and hacks—what Emanuel dubbed his Aspen Institute and Tammany Hall—to stick to their respective knitting.

But Obama's guiding political assumption—that data-driven, evidence-based policy, at least in its center-left form, would inevitably turn out to be good politics—ended up being seriously flawed. A stark example from the stimulus was Making Work Pay, an \$800 tax cut for most workers. His economists wanted to dribble out the cash to recipients a few dollars a

week in their paychecks, because studies showed they would be less likely to spend the windfall if they realized they were getting it. His political advisers argued that it would be insanity to conceal middle-class tax cuts rather than send Americans fat envelopes with Obama's name on them. But Obama sided with his policy team, and later surveys showed that less than 10 percent of the public had any clue he had cut their taxes.

The stimulus, the Tammany Hall types joked, was Crafted by Economists, Implemented by Wonks, Beloved by None. And it was not Obama's only crisis response whose policy results outstripped its political reputation. His much-maligned auto bailout rescued General Motors and Chrysler from bankruptcy and helped revive the industrial Midwest. Geithner's widely mocked stress tests for big banks stabilized a financial system that was still on the edge of collapse despite Bush's Wall Street bailouts. One recent study concluded that without the government's suite of emergency measures, GDP losses would have tripled and unemployment would have soared to 16 percent.

Yet those very emergency measures fueled the anti-government Tea Party on the right, while convincing many on the left that Obama cared more about Wall Street than Main Street. Those beliefs did not seem to change much even after Obama went on to push comprehensive Wall Street reforms through Congress, while helping to craft aggressive new international financial rules known as Basel III. It's hard to explain how a barrage of inside-baseball reforms like enhanced capital and liquidity requirements, "living wills," "orderly resolution authority," "SIFI surcharges" and a new oversight body known as "FSOC" have reduced the risk of future bailouts, but the bottom line is that financial behemoths no longer enjoy much of a "too-big-to-fail subsidy." They used to borrow at much lower rates than small banks because lenders correctly assumed the government would rescue them in a panic. Not anymore. And Obama's new consumer bureau may be the most influential new regulatory agency since the EPA, already collecting more than \$10 billion in fines from financial players that used to enjoy relative impunity.

Nevertheless, Republicans have savaged Obama's financial policies as a command-and-control assault on free enterprise that will inevitably lead to more bailouts. Many liberals have dismissed them as a craven sellout because they didn't break up the mega-banks. And if Obama was disappointed by the public's lack of appreciation for his role in ending the financial crisis and reducing the risk of another one, well, the public hasn't been too enthusiastic about the signature achievement that bears his name, either.

Obamacare has unleashed America's biggest expansion of health care access since the creation of Medicare and Medicaid. It has already extended medical coverage to some 18 million uninsured Americans. It also closed loopholes that insurers used to deny coverage to insured Americans when they got sick. And it eliminated co-payments for quit-smoking programs, birth control pills, certain cancer screenings and other preventive care. As Obama has suggested, it's what he was talking about when he talked about change.

But behind the headlines about access, Obamacare had another set of even more transformative goals for the system. For years, U.S. health inflation had far outpaced general inflation, inflicting crushing burdens on patients and companies while gravely threatening the federal government's budgetary future. America's long-term fiscal problems were almost entirely health care problems, and Obama was determined to "bend the cost curve" of Medicare and Medicaid spending projections that were sloping upward at a scary angle.

He faced two obstacles, the first political. “Controlling costs” sounded like a euphemism for rationing care, and GOP opponents made Obamacare sound like a plot to pull the plug on granny, portraying an independent board that could recommend cost-effective tweaks to Medicare as a bureaucratic “death panel.” And many Democrats preferred the giveaway provisions expanding access—one Obama aide called them “candy for the left”—to the spinach-like takeaways that threatened to reduce income for doctors, hospitals and other influential lobbies.

The other obstacle to cost control was that no one was sure how to do it. There were dozens of ideas floating around, like reduced Medicare reimbursements to providers, increased competition that could drive down prices, and incentives to promote home visits and generic drugs. The holy grail was finding alternatives to the longstanding fee-for-service system that rewards providers for providing more care instead of better care, like “bundled payments” to a single provider to cover entire medical episodes, or “accountable care organizations” that would receive fixed payments to coordinate care for specific patients. But no one knew whether any of those approaches would work, because none of them had much of a track record.

Obama insisted on including almost all of them. Less than one-fourth of the bill was devoted to access. The rest was stuffed with almost every cost-control idea in circulation, from new competitive bidding rules for wheelchairs to a government Innovation Center to test new payment models to a “Cadillac tax” on pricey employer-sponsored plans. “We did a smorgasbord of just about everything people thought could conceivably help,” says Peter Orszag, Obama’s former budget director.

And so far, the cost curve is bending even faster than White House officials had dreamed. Health care is still getting more expensive, but since 2010, the growth rate has slowed so drastically that the Congressional Budget Office has slashed its projection for government health spending in 2020 by \$175 billion. That’s enough to fund the Navy for a year, or the EPA for two decades. “We wanted to throw a whole bunch of stuff against the wall to see if any of it would stick, which probably sounded bogus,” Orszag says. “But if these results continue, they’ll fundamentally change the fiscal trajectory of the country.”

Some of the see-what-sticks cost experiments also seem to be improving care. One recent report found that infections and other “hospital-acquired conditions” have declined 17 percent since 2010, when Obamacare created financial incentives for hospitals to avoid them. That reduction saved an estimated 87,000 lives and \$20 billion. A similar effort to incentivize better management of discharged patients has coincided with a decline in hospital readmission rates that’s keeping 150,000 more Medicare patients at home every day, according to Meena Seshamani, director of the administration’s Office of Health Reform.

Under Obamacare, about one-fifth of Medicare patients have already shifted into alternatives to fee-for-service, and the goal is to get half the system paying for value rather than volume by 2018. Maryland’s hospitals are now paid through “global budgets” that include outpatient care, so they no longer have incentives to admit patients just to keep their beds full. A recent New England Journal of Medicine article found the state’s hospital costs increased at less than half the expected rate in the program’s first year, saving Medicare \$116 million. There are signs that Obama’s convoluted jumble of changes may be starting to rationalize an irrational system. Patrick Conway, the director of the new innovation center, told me about a new Independence at Home experiment that coordinates nurse and doctor visits for frail and

disabled patients—and saved Medicare \$3,000 per beneficiary in its first year. One elderly diabetic who had 19 hospitalizations the previous year had only one after enrolling in the program.

Obamacare remains largely unloved, even though periodic Republican efforts to repeal it are unpopular, too. GOP critics have hammered away at Obama's false promise that all Americans who liked their plans would be able to keep them, at an Obamacare adviser who suggested voters were stupid, at the fiasco with its website, at the unpopular "individual mandate," at problems with exchanges and co-ops and other new planks of reform. Patients have complained about high deductibles and heightened uncertainty; many providers are unhappy about reduced reimbursements; a frenzy of mergers is reshaping the entire industry. The recent bipartisan budget deal suspended the Cadillac tax, as well as Obamacare's tax on medical devices—setbacks for cost control. Meanwhile, much of the left is still upset that Obama didn't push for the "public option," a government-run insurer that could have helped cut costs by competing with the private sector but that didn't have 60 votes in the Senate.

The result of all this dissatisfaction with Obamacare, as well as the Obama recovery and Obama's financial reforms, was a Republican landslide in the 2010 midterms, returning the House to GOP control. In a divided government, the president no longer had the power to advance his agenda through legislation—and his opposition had no interest in helping him.

But he was still president.

Washington is obsessed with the White House bully pulpit, but that's not what's driven change in the Obama era. Obama has certainly had memorable rhetorical moments: his rendition of "Amazing Grace" in Charleston, his meditation on civil rights in Selma, even his observation that Trayvon Martin could have been his son. Polls suggest his "evolution" on gay marriage helped build popular support, and his rainbow-lit White House after the Supreme Court upheld it was powerful symbolism. Some Americans have surely been inspired by Obama's history-making firsts: appointing the first female Fed chair, the first drug czar in recovery, the first gay Army secretary, the first transgender White House staffer, the first black man and woman to serve as attorney general and, of course, the fact of his own skin color. His aides also argue some of his bully-pulpit crusades have inspired change outside Washington. For example, 21 states raised their minimum wages after Obama elevated the issue.

But his minimum-wage push stalled in Congress, as did his public pushes for universal pre-K, free community college and paid parental leave. Obama made some of his most eloquent speeches after the massacres in Tucson, Newtown and Charleston, but the gun control bills he pushed went nowhere. He simply lacked the votes. The same problem stalled his American Jobs Act, a package of tax cuts, infrastructure projects and other goodies he announced in a prime-time address to Congress in 2011. Pundits had been scolding him for neglecting his bully pulpit, so he embarked on a national barnstorming tour to build support, leading crowds in chants of "Pass the bill!" Congress did not pass the bill.

Obama's aides sometimes wondered if his outspoken advocacy for his priorities made them less likely to happen, since supporting Obama's priorities was dangerous politics for the GOP. That's why he took the opposite approach to immigration reform, keeping relatively quiet so that Republicans who considered him toxic wouldn't reflexively reject reform. But again, nothing happened, because, again, reform lacked the necessary support in Congress.

The outside game has been vastly overrated in the Obama era. For all the change he's driven, there hasn't been much in the hearts-and-minds arena.

Instead, Obama has relied on the inside game. Since 2011, that's meant executive orders, regulations and other unilateral actions. The president no longer had a friendly Congress, but he still controlled the executive branch, the vast bureaucracy responsible for the actual workings of government. He couldn't pass a law requiring employers to provide paid sick leave, but he did issue an executive order requiring federal contractors to do it. He protected the world's largest marine reserve in the Pacific Ocean and 19 other national monuments without any input from Congress. His agencies have auctioned off public spectrum to improve mobile broadband access, created a "myRA" to help Americans without pensions save for retirement and pushed through a "gainful employment rule" cracking down on colleges whose former students have high debt levels and low incomes, a rule that's already decimating the for-profit education industry. Now his administration is finalizing a "fiduciary rule" that will require financial advisers to serve the best interest of their clients, and changing overtime rules to ensure that firms can't deny time-and-a-half to workers making less than \$50,000 a year by classifying them as managers. And he just announced a new effort to expand background checks for gun purchases, a modest attempt to achieve through executive action what he could not through legislation.

While his slogans have varied—"we can't wait," "pen and phone," "Year of Action"—his incremental move-the-needle strategy hasn't. It just became more obvious in 2015, when Republicans took back the Senate and he began joking about his "rhymes-with-bucket list." The day after the election, in a low-key not-quite-pep talk that was quintessential Obama, he told his staff to take an hour to mope, then get back to work.

"We still run the largest organization on the planet, with the largest capacity to do good," he told them.

Obama's most aggressive uses of Washington's levers of power have involved energy, most visibly his Climate Action Plan to avoid 6 billion metric tons of carbon through 2030. Its highest-profile element is his carbon rule for power plants, which aims to slash power-sector emissions by 32 percent. But a slew of lesser-known restrictions on soot, mercury, sulfur dioxide, smog and other coal-fired pollutants have already helped force nearly one-third of America's coal plant capacity into retirement, getting the sector more than halfway to its carbon goal before the carbon rule was even announced. The stimulus-launched clean energy revolution is also helping; the administration has already approved 57 renewable power projects on federal land, 57 more than every previous administration combined.

However, the most ambitious plank of the Climate Action Plan, accounting for half of its emissions goals, has been practically invisible. It's an energy efficiency effort known as "appliance and equipment standards." It's on track to slash 3 billion tons of emissions by 2030; that's the equivalent of taking every car off America's roads for two years, or shutting down every power plant for a year and a half—a striking behind-the-scenes example of the Obama administration taking matters into its own hands.

Since 1979, the Department of Energy has set standards to cut energy waste from all kinds of products sold in the United States, reducing electricity consumption while saving consumers money on utility bills. The standards have worked; the average refrigerator sold today, though considerably bigger and cheaper than 1970s models, uses one-fourth as much power. But the

program sputtered to a virtual halt in the Bush administration. In his third week as president, Obama visited DOE and pledged to wipe out the growing backlog of overdue standards. “We’ll lead a revolution in energy efficiency,” he said. He talked about efficiency with such enthusiasm while the economy was falling apart that Jon Stewart did a riff on The Daily Show making fun of the president’s priorities. At an event at a Home Depot later that year, the president actually declared energy efficiency “sexy.”

DOE has responded by completing new standards for 39 separate products, from pool heaters to clothes dryers. It finalized more than twice as many rules in 2014 as it finalized during the entire Bush administration, and it still hopes to complete as many as 20 more. Obama’s new standards for industrial motors and fluorescent lighting have each produced record electricity savings—and the upcoming rule for commercial air conditioners will surpass them by far. Most of the new rules even drew support from the manufacturers who must comply, although lately they have pushed back.

That’s because DOE’s rule-making pace has gone from hectic to frantic since Obama made the standards so central to his climate plan. One industry official told me the regulatory process since then has been “an I Love Lucy-type conveyor belt.” Ernest Moniz, Obama’s second-term energy secretary, oversaw appliance standards as a DOE official under President Clinton, and he’s made it abundantly clear they’re a top priority now.

“They’re hell-bent to ram through as many rules as they can, as fast as they can, at the highest levels they think they can justify to a judge,” says Stephen Yurek, president of the Air Conditioning, Heating and Refrigeration Institute. But like it or not, the barrage of strict new rules is a key reason why U.S. power demand, after decades of growth, is now virtually flat, averting the need for new plants while saving consumers billions of dollars.

The rules are just part of a larger efficiency crusade that included more than \$15 billion worth of stimulus investments; a leap in automobile fuel-efficiency standards to 54.5 miles per gallon by 2025 along with the first-ever fuel standards for heavy trucks; and an intensive effort to green the government and cut federal emissions 40 percent. Obama has authorized \$2 billion in contracts for agencies to pursue green retrofits financed by future energy savings, which have helped reduce federal energy use to its lowest level in 40 years—while avoiding the need for congressional approval. There’s been a special focus on greening the Pentagon, where leaders like Navy energy chief Vice Admiral Dennis McGinn (ret.), former head of the American Council on Renewable Energy, and Air Force energy chief Miranda Ballentine, former head of sustainability at Wal-Mart, are getting the world’s single largest consumer of energy to consume a lot less of it. Ballentine says the Air Force has already cut its carbon footprint 21 percent since 2008, through changes like LED-lit runways and fuel-efficiency upgrades for a fleet of jets larger than all U.S. airlines’ combined.

“There weren’t many places where I could have a bigger impact than Wal-Mart, but it doesn’t get bigger than this,” she says.

So, yes, lots of change. Healthier school lunches. A ban on “light” cigarettes. Streamlined financial aid forms that take college applicants 20 minutes to complete instead of an hour. Reduced sentencing disparities between crack and powdered cocaine. A popular new competitive grant program called TIGER for innovative transportation projects. Immigration enforcement that prioritizes dangerous felons rather than ordinary families. The Lilly Ledbetter Fair Pay Act easing gender discrimination lawsuits. New rules requiring fast-food

restaurants to post nutritional information. The percentage of student borrowers getting relief through “income-based repayment” has tripled in just the past two years. George W. Bush’s tax cuts are gone for families earning more than \$450,000 a year and permanent for everyone else; Bush’s limits on stem-cell research are gone, too. Medicare will now cover end-of-life planning discussions, a shift that could help ease the pain, as well as the cost, of many American deaths. And data and evidence have been so central to Obamaworld policymaking that a former Republican congressional staffer, Brookings Institution scholar Ron Haskins, has written a paean titled *Show Me the Evidence: Obama’s Fight for Rigor and Results in Social Policy*.

But any evaluation of Obama’s policy legacy has to grapple with the fact that it’s been a political debacle for most Democrats who aren’t named Obama. The GOP now has an iron grip on the House and a solid majority in the Senate; compared with 2009, there are 10 additional Republican governors and some 900 additional Republican state legislators. This isn’t just a political problem: It had an instant impact on his agenda—for example, crippling his vision for a national high-speed rail network. America’s first bullet train was supposed to be operating by now in Florida, but after riding a Tea Party wave into office in 2010, GOP Governor Rick Scott killed the project. And congressional Republicans have refused to approve a penny for high-speed rail since then.

The resurgent Republicans made spending cuts their top priority, threatening to shut down the government or force it into a catastrophic default if Obama didn’t agree to a retrenchment. He grudgingly accepted a deal that included the deep cuts known as the “sequester,” reducing discretionary spending to its lowest levels since the Eisenhower era. That fiscal squeeze, along with Obama’s tax hikes and the economic recovery, has helped reduce deficits from an unsustainable 10 percent of GDP to a relatively stable 3 percent. But it also threatens the future of Obama’s progressive project—things like infrastructure and health care and education cost money.

Of course, if a Republican succeeds Obama with a Republican Congress in place, the likely result would be far deeper spending cuts. The GOP candidates have proposed trillions of dollars’ worth of tax cuts as well, and they all hope to roll back Obamacare, Wall Street reform and the EPA’s carbon rule. Really, they hope to roll back the entire Obama era.

But that might not be doable anymore. It’s easier to prevent people from getting stuff than it is to take away stuff people already have, and even if Republicans gain full control of Washington, there are signs that they would be reluctant to kick 15 million people off health insurance and remove Obamacare’s insurance protections for everyone else. It’s also unclear that they would be able to reverse the ongoing shift in the health care system from paying for volume to paying for value—or that they would want to. Similarly, the GOP candidates would certainly be less inclined to enforce carbon regulations. But it’s tough to see how they could reverse the larger trends toward cleaner energy that began during the Obama era, as dirty power gets more expensive and clean power gets cheaper. If one lesson of the Obama era is that doing stuff in Washington is hard, another is that undoing stuff is even harder.

Nevertheless, 2016 will be in part a referendum on the Obama era, even if the Democratic nominee is named Clinton, even in the increasingly unlikely event the GOP nominee is named Bush. The Republicans are already running against Obama, attacking his big-government, anti-business, climate-obsessed ways. And Hillary Clinton has, at times warily, made the case that economic indicators have improved under Obama, which is true.

Unemployment has dropped from a peak of 10 percent in 2009 to 5 percent today. House Speaker Paul Ryan recently called this “the illusion of success,” but if it is, it’s an illusion that includes fewer uninsured, a better housing market and a vastly improved fiscal outlook.

Still, that raises a question: If the Obama brand of change is so great, why haven’t more Americans embraced it? Does he have a larger “Everything’s Amazing, Nobody’s Happy” problem?

When I put this to Obama’s political aides, they acknowledge everything isn’t amazing, especially middle-class wage growth, but they also say plenty of Americans are happy. The president’s approval ratings are hovering just below 50 percent, better than any 2016 candidate’s in this era of rigid partisan polarization. And in their focus groups, Americans respond much more positively to Obama and his achievements when they’re reminded that he inherited an economy contracting at a minus 8 percent annual rate.

That said, Obama’s Change We Can Believe In is clearly less resonant today than it was as an alternative to Bush in 2008. In a recent GQ interview with Bill Simmons, Obama blamed this on bad salesmanship, saying he wished he had communicated better early in his presidency. “I think a certain arrogance crept in, in the sense of thinking as long as we get the policy ready, we didn’t have to sell it,” Obama said. “One thing I learned through some tough election cycles: You can’t separate good policy from the need to bring the American people along and make sure that they know why you’re doing what you’re doing.”

With all due respect, that’s bogus. I’ve done tons of reporting on Obama’s early presidency, and while his team was focused on policy, nobody in the White House thought they wouldn’t have to sell it. And they tried to.

It just didn’t sell. The question is why, a question I can’t answer, but a question that matters for 2016. At the time, there were all kinds of internal debates about messaging—how much to blame Bush, how much to promise, how much to talk about jobs while jobs were still disappearing, how much to dance in the end zone once the policies seemed to be working but people were still hurting—and none of them has ever been resolved.

But one possibility, a troubling one for Hillary Clinton and the Democratic Party, is that Obama’s activist policies poll badly because people just don’t like them. I thought about this after Obama’s recent Oval Office address about terrorism, when the media consensus seemed to be that he should have announced plans to Do More. Bush was a Do More president in foreign affairs, and by most accounts it didn’t work out too well. But Americans seem to respond well when commanders in chief vow to Do More to keep them safe.

In domestic affairs, however, Americans often react badly to promises to Do More. They seem to suspect that when government acts, it’s probably acting to help someone else. It may be that, just as Americans wanted to Do Less abroad after Bush, they’ll look for someone who will promise to Do Less at home after Obama.

Then again, if Democrats do manage to hold the White House, Obama’s domestic legacy as a Do More guy will be safe. The prevailing media narrative of his era has been all about Washington paralysis, but the prevailing historical narrative is much likelier to focus on social and economic change, for better or for worse. For those of us who follow policy and politics in real time, that gap between perception and reality in the Obama era ought to be a

BFD.

Michael Grunwald is senior staff writer for Politico Magazine and editor-at-large of The Agenda.

From: [Caquias, Paula](#)
Bcc: [Geri Prado](#) [REDACTED]; [ifdc](#)
Subject: MINI SCHEDULE - Friday, January 8, 2016
Date: Thursday, January 07, 2016 7:18:42 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, January 8, 2016

WEATHER: Hi of 44 Low of 39, Mostly Cloudy
ATTIRE: Business

6:30 - 7:00 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
7:30 - 8:30 AM	[REDACTED] [REDACTED] [REDACTED]
9:00 - 9:30 AM	TRAVEL FROM [REDACTED] TO CITY HALL Travel Time: 30 Mins. Car: [REDACTED]
9:00 - 9:30 AM	NEWS WITH MONICA
9:30 - 10:00 AM	PREP [REDACTED] Location: City Hall, The Mayor's Office Press Contact: Karen Hinton Telephone: [REDACTED]
10:00 - 10:30 AM	LIVE INTERVIEW ON THE BRIAN LEHRER RADIO SHOW Location: City Hall, The Mayor's Office Press Contact: Karen Hinton Telephone: [REDACTED]
10:30 - 11:00 AM	PREP [REDACTED] Location: City Hall, The Blue Room
11:00 - 11:30 AM	TRAVEL FROM CITY HALL TO 460 WEST 41ST STREET AT 10TH AVENUE Travel Time: 30 Mins Car: [REDACTED]
11:20 - 11:30 AM	[REDACTED]

11:30 - 12:30 PM

YOUTH BEDS AVAIL (ON-TOPIC ONLY)

Location: Covenant House; 460 West 41st at 10th
Staff Contact: Marti Adams Baker
Telephone: [REDACTED]
Press Contact: Ishanee Parikh / Rosemary Boeglin
Telephone: [REDACTED] / [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

12:30 - 1:00 PM

TRAVEL FROM COVENANT HOUSE TO CITY HALL

Travel Time: 30 Mins.
Car: [REDACTED]

1:00 - 2:00 PM

[REDACTED] MEETING
Location: City Hall, The Blue Room

2:00 - 2:30 PM

TRAVEL FROM CITY HALL TO [REDACTED]
Travel Time: 30 Mins
Car: [REDACTED]

2:30 - 7:30 PM

CALL TIME
Location: [REDACTED]

7:30 - 8:00 PM
YORK 11230

TRAVEL FROM [REDACTED] TO 568 WESTMINSTER ROAD, BROOKLYN NEW
Travel Time: 30 Min
Car: [REDACTED]

8:00 - 9:30 PM

ATTEND JUDGE SYLVIA ASH & FAMILY'S ANNUAL SIP & CHAT WITH FLONYC
Location: 568 Westminister Road, Brooklyn New York 11230

9:30 - 10:00 PM

TRAVEL FROM 568 WESTMINISTER ROAD TO GRACIE MANSION
Travel Time: 30 Min
Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No Scheduled Press Conference

FLONYC SCHEDULE

10:00 - 11:30 AM

[REDACTED]

1:00 - 1:45 PM

MEETING//LUNCH WITH ROXANNE JOHN

2:00 - 6:00 PM

[REDACTED]

8:00 - 9:30 PM

ATTEND JUDGE SYLVIA ASH & FAMILY'S ANNUAL SIP & CHAT WITH MBDB

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [ifdc](#)
Subject: MINI SCHEDULE - Saturday, January 9, 2016
Date: Friday, January 08, 2016 6:58:18 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, January 9, 2016

WEATHER: Hi of 48 Low of 46, Cloudy
ATTIRE: Business

8:00 - 8:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

9:00 - 10:00 AM [REDACTED]
[REDACTED] [REDACTED]

10:30 - 11:00 AM NEWS WITH PETER

10:30 - 11:00 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

11:00 - 12:00 PM ATTEND ZADROGA ACT CELEBRATION
Location: City Council Chambers
Staff Contact: Jerika Richardson
Telephone: [REDACTED]
Press Contact: Wiley Norvell
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

12:00 - 1:00 PM [REDACTED] MEETING
Location: City Hall, The Blue Room
Call in #: [REDACTED]
Code: [REDACTED]

1:00 - 2:00 PM [REDACTED] CALL
Location: City Hall, The Mayor's Office
Call in #: [REDACTED]

Code: [REDACTED]

2:00 - 2:30 PM

TRAVEL FROM CITY HALL TO [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

2:30 - 4:30 PM

[REDACTED]
Location: [REDACTED]

4:30 - 5:00 PM

TRAVEL [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

5:00 - 5:30 PM

[REDACTED]
[REDACTED] [REDACTED]

5:30 - 6:00 PM

TRAVEL FROM [REDACTED] TO 150 EAST 121ST STREET

Travel Time: 30 Mins.

Car: [REDACTED]

6:00 - 7:00 PM

ATTEND CASABE HOUSE 3 KINGS EVENT

Location: 150 East 121st Street

Site Contact: Arnie Segarra

Telephone: [REDACTED]

Staff Contact: Roberto Perez

Telephone: [REDACTED]

7:00 - 7:30 PM

TRAVEL FROM 150 EAST 121ST STREET TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

11:00 - 12:00 PM

[REDACTED]

2:00 - 3:30 PM

[REDACTED]

From: [Caquias, Paula](#)
Bcc: [Geri Prado](#) [REDACTED]; [ifdc](#)
Subject: MINI SCHEDULE - Sunday, January 10, 2016
Date: Friday, January 08, 2016 7:27:03 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, January 10, 2016

WEATHER: Hi of 59 Low of 33, Rain/Wind
ATTIRE: Business

7:30 - 8:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

8:30 - 9:30 AM [REDACTED]
[REDACTED] [REDACTED]

10:00 - 10:30 AM TRAVEL FROM [REDACTED] TO 1340 52ND STREET BROOKLYN NY
Travel Time: 30 Mins.
Car: [REDACTED]

10:00 - 10:30 AM NEWS WITH MONICA

10:30 - 11:00 AM SHIVA VISIT WITH FLONYC FOR RABBI YITZCHOK FLEISCHER [REDACTED]
[REDACTED])
Location: 1340 52nd Street Brooklyn NY
Staff Contact: Pinny Ringel
Telephone: [REDACTED]
Press: Closed

11:00 - 11:30 AM TRAVEL FROM 1340 52ND STREET TO [REDACTED]
[REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

11:30 - 12:30 PM [REDACTED]
[REDACTED]
Location: [REDACTED]

12:30 - 1:00 PM TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

1:00 - 2:00 PM

[REDACTED] CALL

Call in#

Code:

2:00 - 2:30 PM

[REDACTED]
Note: YOU call Emma & JPL (3WAY Call)

2:30 - 3:00 PM

CALL WITH SPEAKER MMV
Note: YOU call her cell at [REDACTED]

3:00 - 4:00 PM

[REDACTED] CALL

Call In#:

Code:

4:00 - 5:00 PM

[REDACTED]
Location:

5:00 - 7:00 PM

[REDACTED]
Location: Gracie Mansion

7:00 - 9:00 PM

[REDACTED]
Location: Gracie Mansion

CITY HALL STEPS PRESS CONFERENCES

2:00PM – Alliance For Quality Education “Release of Education Report”

50 people

FLONYC SCHEDULE

10:30 - 11:00 AM

SHIVA VISIT WITH MBDB FOR RABBI YITZCHOK FLEISCHER

11:30 - 2:00 PM

3:00 - 4:00 PM

[REDACTED] CALL

4:00 - 6:30 PM

7:00 - 9:00 PM

From: [Hinton, Karen](#)
To: [Robert Greenwald](#); [jfdc](#)
Cc: [Regina Clemente](#); [Banks, Angela](#)
Subject: RE: Connecting
Date: Saturday, January 09, 2016 12:19:37 PM

1 pm. Does that work?

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

From: Robert Greenwald [robert@bravenewfilms.org]
Sent: Saturday, January 09, 2016 11:44 AM
To: Hinton, Karen; jfdc
Cc: Regina Clemente; Banks, Angela
Subject: RE: Connecting

Thanks.
Let us know good time to talk
Best.

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

From: Hinton, Karen [<mailto:KHinton@cityhall.nyc.gov>]
Sent: Saturday, January 9, 2016 8:00 AM
To: Robert Greenwald <robert@bravenewfilms.org>; jfdc <jfdc@akpdmedia.com>
Cc: Regina Clemente <regina@bravenewfilms.org>; Banks, Angela <abanks@cityhall.nyc.gov>
Subject: RE: Connecting

We have a presser then, and I'll be preparing for that and reporters' questions from morning until about 1. I can do at 1. Rob Bennett is probably going to be your go-to guy on this but I can tell you about what we are doing around gun control and safety. We are preparing to include gun control/safety in our State of the City at the end of the month. Karen

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

From: Robert Greenwald [robert@bravenewfilms.org]
Sent: Saturday, January 09, 2016 10:49 AM
To: Hinton, Karen; jfdc
Cc: Regina Clemente
Subject: RE: Connecting

Hi Karen....
Never heard back.
Are we on for Monday?

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

From: Robert Greenwald
Sent: Friday, January 8, 2016 7:18 AM
To: 'Hinton, Karen' <KHinton@cityhall.nyc.gov>; jfdc <jfdc@akpdmedia.com>
Cc: Regina Clemente <regina@bravenewfilms.org>
Subject: RE: Connecting

Thank john!

Hi Karen, look forward to talking and having some real impact.

Did you get to see trailer?

Monday at 2.30 or 3.00 pst?

I am copying regina our campaign director...

Fyi, I had been emailing withMBDB and connectedme with rob bennett.

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

From: Hinton, Karen [<mailto:KHinton@cityhall.nyc.gov>]

Sent: Friday, January 8, 2016 6:06 AM

To: jfdc <jfdc@akpdmedia.com>

Cc: Robert Greenwald <robert@bravenewfilms.org>

Subject: Re: Connecting

Could we talk Monday? What's a good time!

Sent from my iPhone

> On Jan 8, 2016, at 9:02 AM, John Del Cecato <jfdc@akpdmedia.com> wrote:

>

> Hey Robert - meet Karen Hinton, MBDB's press secretary... Karen, meet Robert... Hoping you guys can talk about gun safety & how to get the word out!

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#)
[REDACTED]; [jfdc](#)
Subject: UPDATED MINI SCHEDULE - Monday, January 11, 2016
Date: Sunday, January 10, 2016 8:16:04 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, January 11, 2016

WEATHER: Hi of 34 Low of 28, Sunny
ATTIRE: Business

6:30 - 7:00 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
7:30 - 8:30 AM	[REDACTED] [REDACTED] [REDACTED]
9:00 - 9:30 AM	TRAVEL FROM [REDACTED] TO CITY HALL Travel Time: 30 Mins. Car: [REDACTED]
9:00 - 9:30 AM	NEWS WITH MONICA
9:30 - 10:00 AM	[REDACTED] Location: [REDACTED]
10:00 - 10:30 AM	[REDACTED] PREP [REDACTED] [REDACTED] Location: City Hall, The Blue Room
10:30 - 11:30 AM	[REDACTED] Location: [REDACTED]
11:30 - 1:30 PM	MEETING [REDACTED] Location: City Hall, The Blue Room
1:30 - 2:00 PM	TRAVEL FROM CITY HALL TO 1 VERNON AVENUE, BROOKLYN Travel Time: 30 Mins. Car: [REDACTED]
1:30 - 2:00 PM	[REDACTED] CALL [REDACTED]

Call in#: [REDACTED]
Code: [REDACTED]

2:00 - 3:30 PM HOUSING END OF YEAR NUMBERS AVAIL (ON & OFF TOPIC)
Location: 1 Vernon Avenue, Brooklyn
Site Contact: Dan Gross
Telephone: [REDACTED]
Press Contact: Wiley Norvell
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]
Podium: Yes
Remarks: Prepared
Press: Open

3:30 - 4:00 PM TRAVEL FROM 1 VERNON AVENUE TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

4:00 - 5:00 PM [REDACTED] MEETING
Location: City Hall, The Blue Room

5:00 - 6:00 PM [REDACTED]
Location: [REDACTED]

6:00 - 6:30 PM TRAVEL FROM CITY HALL TO 272 WYCKOFF STREET, BROOKLYN

Travel Time: 30 Mins.
Car : [REDACTED]

6:30 - 7:00 PM PREP [REDACTED]
Location: 272 Wyckoff Street, Brooklyn

7:15 - 9:30 PM WYCKOFF HOUSES/RESIDENT FORUM
Location: 272 Wykoff Street, Brooklyn
Staff Contact: Marti Adams Baker
Telephone: [REDACTED]
Press Contact: Karen Hinton
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

9:30 - 10:00 PM TRAVEL FROM 272 WYCKOFF STREET TO GRACIE MANSION
Travel Time: 30 Mins.

Car:



CITY HALL STEPS PRESS CONFERENCES

10:00 AM – C/M Cumbo “Violence Against Women” 75 people

11:00 AM – NY Iron Workers – Local 46 “Endorsement for Congress” 14 people

12:00 PM – Congressman Jeffries “Criminal Justice” 20 people

1:00 PM – New Guild of NY – “Layoffs at El Diario” 20 people

FLONYC SCHEDULE

10:00 - 11:30 AM



12:30 - 2:00 PM



2:00 - 3:00 PM



3:00 - 4:00 PM



4:00 - 5:00 PM



6:00 - 7:00 PM



From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [ifdc](#)
Subject: MINI SCHEDULE - Tuesday, January 12, 2016
Date: Monday, January 11, 2016 6:19:13 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, January 12, 2016

WEATHER: Hi of 45 Low of 27, PM Rain

ATTIRE: Business

6:30 - 7:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 AM [REDACTED]
[REDACTED] [REDACTED]

9:00 - 9:30 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

9:00 - 9:30 AM NEWS WITH PETER

9:30 - 10:00 AM [REDACTED] BRIEFING RE: [REDACTED]
Location: City Hall, The Mayor's Office

10:00 - 11:00 AM [REDACTED] PREP [REDACTED]
Location: City Hall, The Blue Room

11:00 - 11:30 AM TRAVEL FROM CITY HALL TO 800 MADISON ST, BROOKLYN
Travel Time: 30 Mins.
Car: [REDACTED]

11:30 - 1:00 PM REMARKS AT SUPPORTIVE HOUSING VISIT - ON-TOPIC Q&A
Location: Bishop Sullivan Residence, 800 Madison Street, Brooklyn
Staff Contact: Marti Adams Baker
Telephone: [REDACTED]
Press Contact: Karen Hinton
Telephone: [REDACTED]
Site Advance: Andrew Schustek
Telephone: [REDACTED]

Press: Open

1:00 - 1:30 PM TRAVEL FROM 800 MADISON STREET TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

1:30 - 2:00 PM PREP [REDACTED]
Location: City Hall, The Mayor's Office

2:00 - 3:30 PM GUNS COURT AVAIL (ON-TOPIC Q&A)
Location: City Hall, The Blue Room
Staff Contact: Jerika Richardson
Telephone: [REDACTED]
Press Contact: Monica Klein
Telephone: [REDACTED]
Press: Open

3:30 - 4:00 PM [REDACTED]
Location: [REDACTED]

4:00 - 5:00 PM [REDACTED] BRIEFING
Location: City Hall, The Mayor's Office

5:00 - 5:30 PM [REDACTED] MEETING
Location: City Hall, The Blue Room

5:30 - 6:30 PM PREP [REDACTED]
Location: City Hall, The Blue Room

6:30 - 7:30 PM [REDACTED]
Location: [REDACTED]
Call in #: [REDACTED]
Code: [REDACTED]

7:30 - 8:30 PM [REDACTED] BRIEFING RE: [REDACTED]
Location: City Hall, The Blue Room

8:30 - 9:00 PM TRAVEL FROM CITY HALL TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

9:00 - 10:30 PM [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

10:00 - 3:00 PM



3:00 - 3:15 PM

CALL WITH GABRIELLE FIALKOFF & DARREN BLOCH

3:15 - 4:00 PM



4:00 - 4:30 PM



4:30 - 9:00 PM



9:00 - 10:30 PM



From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#)
[REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Wednesday, January 13, 2016
Date: Tuesday, January 12, 2016 6:47:02 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, January 13, 2016

WEATHER: Hi of 32 Low of 24, Mostly Sunny/Wind
ATTIRE: Business

8:00 - 10:30 AM TRAVEL FROM GRACIE MANSION TO ALBANY

Travel Time: 2 Hrs 30 Mins

Car :

Follow Car # 1

Follow Car # 2

8:28 - 8:38 AM

RADIO INTERVIEW WITH THE WEATHER CHANNEL [REDACTED]

Call In #:

Note:

10:30 - 10:50 AM

ATTEND SPEAKER HEASTIE'S ASSEMBLY BRUNCH RECEPTION

Location: Assembly Parlor

11:00 - 11:30 AM

MEETING WITH GOVERNOR CUOMO

Location: TBD

11:30 - 12:00 PM

MEETING WITH SENATOR KLEIN

Location: Capitol Building - Room 432

Notes:

Soliman

Staff Contact: Emma Wolfe

Telephone:

Site Advance: Stefan Grybauskas

Telephone:

Press: Closed

12:15 - 12:30 PM

Location: Convention Hall - Room 113

12:30 - 2:00 PM
ADDRESS

ATTEND GOVERNOR CUOMO'S STATE OF THE STATE & EXECUTIVE BUDGET

Location: Empire State Plaza, Convention Hall, Albany

2:30 - 3:00 PM

PREP [REDACTED]

Location: Conventional Hall - Meeting Room 1

3:00 - 3:30 PM

RESPONSE TO SOTS PRESS AVAIL

Location: Conventional Hall - Meeting Room 1

Press Contact: Amy Spitalnick

Telephone: [REDACTED]

4:00 - 4:30 PM

MEETING WITH SPEAKER HEASTIE

Location: Capitol Building - Room 349

Notes: [REDACTED]

[REDACTED]

Staff Contact: Emma Wolfe

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

Press: Closed

4:30 - 5:00 PM

MEETING WITH SENATOR ANDREA STEWART COUSINS

Location: Capitol Building - Room 315

Notes: [REDACTED]

[REDACTED]

Staff Contact: Emma Wolfe

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

5:00 - 6:00 PM

[REDACTED]

Notes: [REDACTED]

[REDACTED]

Staff Contact: [REDACTED]

Telephone: [REDACTED]

Site Advance: [REDACTED]

Telephone: [REDACTED]

Press: [REDACTED]

6:00 - 8:30 PM

TRAVEL FROM ALBANY TO GRACIE MANSION

Travel Time: 2 hrs. 30 mins.

Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

11:00 AM – Council Member Levin & Reverend Daughtry” Annual Prayer For NYC” 50 People
12:00PM – Council Member Koo “Korean American Day” 100 people

FLONYC SCHEDULE

9:00 - 9:45 AM	
9:45 - 10:30 AM	REMARKS AT NYC PARKS FREE SHAPE UP NYC EXPANSION ANNOUNCEMENT
11:00 - 12:00 PM	
12:00 - 12:30 PM	
12:30 - 1:30 PM	
2:00 - 5:00 PM	
5:30 - 6:15 PM	
6:15 - 7:45 PM	

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Thursday, January 14, 2016
Date: Wednesday, January 13, 2016 7:04:35 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, January 14, 2016

WEATHER: Hi of 41 Low of 35, Mostly Sunny
ATTIRE: Business
Note: [REDACTED]

6:30 - 7:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 AM [REDACTED]
[REDACTED] [REDACTED]

9:15 - 10:00 AM TRAVEL FROM [REDACTED] TO 1-02 26TH AVENUE, CORNER OF 1ST STREET AND 26TH AVENUE, ASTORIA
Travel Time: 45 Mins.
Car: [REDACTED]

9:30 - 10:00 AM NEWS WITH PETER

10:00 - 11:00 AM GROUNDBREAKING FOR HALLETTS PENINSULA (NO Q&A)
Location: 1-02 26th Avenue, corner of 1st Street and 26th Avenue, Astoria

Site Contact: Dan Gross
Telephone: [REDACTED]
Press Contact: Wiley Norvell
Telephone: [REDACTED]
Site Advance: Andrew Schustek
Telephone: [REDACTED]

11:00 - 11:30 AM TRAVEL FROM 1-02 26TH AVENUE TO 105-25 HORACE HARDING EXPRESSWAY N., QUEENS
Travel Time: 30 Mins.
Car: [REDACTED]

11:00 - 11:30 AM [REDACTED] CALL [REDACTED]

Call In#: [REDACTED]
Code: [REDACTED]

11:30 - 1:00 PM HIGH SCHOOL GRADUATION RATES AVAIL (ON & OFF-TOPIC)
Location: The High School of Arts and Business, 105-25 Horace
Harding Expressway N, Queens, NY
Site Contact: Dan Gross
Press Contact: Wiley Norvell
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]
Setup: [REDACTED]

1:00 - 1:30 PM TRAVEL 105-25 HORACE HARDING EXPRESSWAY TO CITY HALL
Travel Time: 30 Mins
Car: [REDACTED]

1:30 - 2:30 PM [REDACTED]
Location: [REDACTED]

2:45 - 3:00 PM MEETING WITH STEPHANIE YAZI
Location: City Hall, The Mayor's Office

3:00 - 3:30 PM [REDACTED] MEETING
Location: City Hall, The Blue Room

3:30 - 4:30 PM [REDACTED]
Location: [REDACTED]

4:30 - 5:30 PM [REDACTED]
Location: [REDACTED]

5:30 - 6:30 PM [REDACTED] PREP
Location: City Hall, The Blue Room

6:30 - 7:00 PM TRAVEL FROM CITY HALL TO GRACIE MANSION
Travel Time: 30 Mins
Car: [REDACTED]




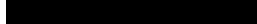
7:00 - 8:30 PM [REDACTED]
Location: [REDACTED]

8:30 - 9:30 PM [REDACTED]
Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

9:00 AM We for Environmental Justice “Toxic Chemical Hearings” 30 people
10:00 AM Council Member Rosenthal “Trans-Pacific Partnership” 30 people
11:00AM Council Member Levine “Anti-Semitism” 50 people

FLONYC SCHEDULE

8:30 - 9:45 AM	
10:00 - 1:00 PM	
1:00 - 1:30 PM	
3:00 - 4:30 PM	
5:00 - 7:00 PM	
7:00 - 8:30 PM	

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: MBBD: SOTC Prep
Date: Thursday, January 14, 2016 3:23:06 PM

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: MBBD: 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: MBBD: SOTC Prep
Date: Thursday, January 14, 2016 4:58:46 PM

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: MBBD: 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: [Gunaratna, Mahen](#)
To: [Hinton, Karen](#); [Walzak, Phil](#)
Cc: [Jonathan Rosen](#); [jfdc](#); [Hagelgans, Andrea](#)
Subject: RE: HRC question/Blitzer
Date: Friday, January 15, 2016 1:50:53 PM

<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

[REDACTED]

[REDACTED]

[REDACTED]

Sent from my iPhone

On Jan 15, 2016, at 1:27 PM, Walzak, Phil <PWalzak@cityhall.nyc.gov> wrote:

-mayor

[REDACTED]

[REDACTED]

From: Hinton, Karen
Sent: Friday, January 15, 2016 1:26 PM
To: Walzak, Phil
Cc: B; Jonathan Rosen; jfdc; Hagelgans, Andrea
Subject: Re: HRC question/Blitzer

[REDACTED]

Sent from my iPhone

On Jan 15, 2016, at 12:53 PM, Walzak, Phil <PWalzak@cityhall.nyc.gov> wrote:

[REDACTED]

[REDACTED]

[REDACTED]

From: Hinton, Karen
Sent: Friday, January 15, 2016 12:52 PM
To: B
Cc: jfdc; Walzak, Phil; Hagelgans, Andrea
Subject: HRC question/Blitzer

[REDACTED]

[REDACTED]

Sent from my iPhone

Begin forwarded message:

From: "Overzat, Gregory" <Gregory.Overzat@turner.com>
Date: January 15, 2016 at 12:41:56 PM EST
To: "Hinton, Karen" <KHinton@cityhall.nyc.gov>
Subject: RE: 1:10

Primarily the threat Bernie's seemingly posing to her in the latest polls and the issue of income inequality, which has been a major issue in the Democratic race

From: Hinton, Karen [<mailto:KHinton@cityhall.nyc.gov>]
Sent: Friday, January 15, 2016 12:40 PM
To: Overzat, Gregory <Gregory.Overzat@turner.com>
Subject: Re: 1:10

Any specifics on HRC?

Sent from my iPhone

On Jan 15, 2016, at 12:31 PM, Overzat, Gregory
<Gregory.Overzat@turner.com> wrote:

AMAZING!! Wolf is interested in the Cruz stuff of course, besides the "New York values" comment, him also making the remark that he can win New York (does the Mayor agree?), want to talk a bit about Hillary too leading into Sunday night's debate.

From: Hinton, Karen
[<mailto:KHinton@cityhall.nyc.gov>]
Sent: Friday, January 15, 2016 12:30 PM
To: Overzat, Gregory
<Gregory.Overzat@turner.com>
Subject: 1:10

1:10 good, arriving 1:00 or so. See you soon.
What other questions aside from Cruz?

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

From: [Salazar-Rodriguez, Prisca](#)
To: [jfdc](#)
Subject: Re: MBDB: SOTC Prep
Date: Monday, January 18, 2016 8:06:30 AM

Ok.

Sent from my iPhone

On Jan 18, 2016, at 8:06 AM, John Del Cecato <jfdc@akpdmedia.com> wrote:

I've got a couple of meetings today and most likely won't be there

On Jan 17, 2016, at 9:29 PM, Salazar-Rodriguez, Prisca <PSalazar-Rodriguez@cityhall.nyc.gov> wrote:

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; 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

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: [Zuniga, Andrea](#)
To: [Geri](#); [B](#); [Hagelgans, Andrea](#)
Cc: [Walzak, Phil](#); [Wolfe, Emma](#); [Snyder, Thomas](#); [jfdc](#)
Subject: RE: Friedrichs- oral arguments start tomorrow
Date: Monday, January 18, 2016 2:07:44 PM
Attachments: [MBDB Friedrichs Op-Ed JJD.DOCX](#)

AFSCME asked if we are open to the attached edits (viewable in track changes)

[REDACTED]

[REDACTED]

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

From: Geri Prado [<mailto:geri@progressiveagenda.us>]
Sent: Monday, January 18, 2016 12:50 PM
To: B; Zuniga, Andrea
Cc: Walzak, Phil; Wolfe, Emma; Snyder, Thomas; jfdc
Subject: Re: Friedrichs- oral arguments start tomorrow

Looping Andie. [REDACTED]

> On Jan 18, 2016, at 12:38 PM, B <BCCD@cityhall.nyc.gov> wrote:

>

>

> [REDACTED]

>

> -----Original Message-----

> **From:** Geri Prado <geri@progressiveagenda.us>

> **Date:** Sun, 10 Jan 2016 22:46:27

> **To:** Bill de Blasio<BCCD@cityhall.nyc.gov>; Phil Walzak<PWalzak@cityhall.nyc.gov>;
> <EWolfe@cityhall.nyc.gov>; Tom Snyder<TSnyder@cityhall.nyc.gov>; John Del
> Cecato<jfdc@akpdmedia.com>

> **Subject:** Friedrichs- oral arguments start tomorrow

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

>

>

>

> <winmail.dat>

New York City's greatness is founded on a simple proposition: If you come here and work hard, opportunity will find you. And ever since a group of printers formed the Franklin Typographical Society in 1794,¹ labor unions have played a central role in looking out for the interests of hard-working New Yorkers and making sure their voices are heard at the negotiating table.

Our City's public ~~employees~~service workers—including teachers, police officers, and firefighters—are ably represented by municipal unions. On behalf of their members, these unions negotiate and work with City agencies to provide workers with fair wages, training on the latest developments in their field, and the equipment they need to do their jobs and serve the public safely and effectively.

For example, our Emergency Medical Service (EMS) responders ~~used the collective bargaining process~~negotiated together to obtain the same protective “bunker gear” worn by firefighters. This gear will allow them to operate safely in hazardous conditions, which isn't just good for them—it's good for all New Yorkers.

Despite the many benefits they provide, no one in New York City or anywhere else in America can be forced to join a union if it goes against their ideals. This is only right. But municipal unions, like all other unions, are required by law to negotiate on behalf of *all* City employees, whether or not they are members. And that means *all* City employees should have to pay a “fair share” or “agency fee” to cover the cost of negotiation, since *all* employees share the benefits of the union's negotiation efforts. Again, this is only right.

It also works. Since I took office a little more than two years ago, my Administration has reached contract settlements with 94% of the City workforce. This would not have been possible without the professionalism and expertise that municipal unions bring to every negotiation. In fact, before fair share fees helped make unions a stronger partner, labor unrest was much more common in New York City. [FACT about strikes pre-Aboud]

But now the Supreme Court ~~has~~is hearing a case, *Friedrichs v. California Teachers Association*, that threatens to upend a system that has been proven to work for working people, employers and communities like ours. It also threatens to invalidate #tens of thousands of contracts across the country, e fair share system and disrupt a process that has been proven to work for all parties, including those here in New York.

~~The plaintiffs argue that fair share fees violate the First Amendment, and that public employees should not be required to pay them. I fundamentally disagree. Requiring employees to pay a fee to cover the cost of negotiations that directly benefit them does not violate their right to free speech. After all, someone has to negotiate with employers on behalf of workers. Unions have earned that right through the support of their members. Workers should not be able to enjoy the~~

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¹ The Encyclopedia of NYC

benefits negotiated on their behalf without covering their fair share of the cost of those negotiations.

If the Supreme Court does decide to dismantle the fair share system, it will be overruling its own long settled precedent. In 1977's landmark case *Abood v. Detroit Board of Education*, the court affirmed that it is consistent with the Constitution for public sector unions to collect fair share fees from all employees who choose not to join a union. Since then, the decision has been applied numerous times and is the basis for labor laws in many states, including New York. All told, *Friedrichs v. California Teachers Association* will hinder the work of unions that represent more than 9 million public employees in 23 states and the District of Columbia.² It's important to understand that the potential impact of this case will reach far beyond unions and their members. This case has been brought by wealthy special interests in a clear effort to further shift power and wealth in our country even further away from working people toward those at the top who have already manipulated our economic rules to benefit themselves at the expense of the rest of us.

Supreme Court Justice Louis Brandeis once said, "Strong, responsible unions are essential to industrial fair play."³ That is as true today as ever. Doing away with the fair share system will not only hurt our public employees—it will hurt every New Yorker who counts on unions to look out for them and their family.

² <http://www.theatlantic.com/politics/archive/2016/01/will-the-supreme-court-gut-public-employee-unions/423666/>

³ <http://www.economist.com/blogs/schumpeter/2012/11/z-business-quotations>

From: [Hagelgans, Andrea](#)
To: [B: Geri; FLONYC](#)
Cc: [Walzak, Phil](#); [Wolfe, Emma](#); [Snyder, Thomas](#); [jfdc](#); [Zuniga, Andrea](#)
Subject: re: Friedrichs-oral arguments start tomorrow
Date: Monday, January 18, 2016 2:47:17 PM

Sir,

Here is the op-ed with the changes highlighted. [REDACTED]
[REDACTED]

Thanks,
Andrea

New York City's greatness is founded on a simple proposition: If you come here and work hard, opportunity will find you. And ever since a group of printers formed the Franklin Typographical Society in 1794, labor unions have played a central role in looking out for the interests of hard-working New Yorkers and making sure their voices are heard at the negotiating table.

Our City's **public service workers**—including teachers, police officers, and firefighters—are ably represented by municipal unions. On behalf of their members, these unions negotiate and work with City agencies to provide workers with fair wages, training on the latest developments in their field, and the equipment they need to do their jobs **and serve the public** safely and effectively. For example, our Emergency Medical Service (EMS) responders **negotiated together** to obtain the same protective “bunker gear” worn by firefighters. This gear will allow them to operate safely in hazardous conditions, which isn't just good for them—it's good for all New Yorkers.

Despite the many benefits they provide, no one **in New York City or anywhere else in America** can be forced to join a union if it goes against their ideals. This is only right. But municipal unions, **like all other unions**, are required by law to negotiate on behalf of all City employees, whether or not they are members. And that means all City employees should have to pay a “fair share” or “agency fee” to cover the cost of negotiation, since all employees share the benefits of the union's negotiation efforts. Again, this is only right.

It also works. Since I took office a little more than two years ago, my Administration has reached contract settlements with 94% of the City workforce. This would not have been possible without the professionalism and expertise that municipal unions bring to every negotiation. **In fact, before fair share fees helped make unions a stronger partner, labor unrest was much more common in New York City. [FACT about strikes pre-Abood]**

But now the Supreme Court has heard a case, Friedrichs v. California Teachers Association, that threatens to upend **a system that has been proven to work for working people, employers and communities like ours. It also threatens to invalidate tens of thousands of contracts across the country, including those here in New York.**

It's important to understand that the potential impact of this case will reach far beyond unions and their members. This case has been brought by wealthy special interests in a clear effort to further shift power and wealth in our country even further away from working people toward those at the

top who have already manipulated our economic rules to benefit themselves at the expense of the rest of us.

Supreme Court Justice Louis Brandeis once said, “Strong, responsible unions are essential to industrial fair play.” That is as true today as ever. Doing away with the fair share system will not only hurt our public employees—it will hurt every New Yorker who counts on unions to look out for them and their family.

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

From: Zuniga, Andrea
Sent: Monday, January 18, 2016 2:08 PM
To: Geri; B; Hagelgans, Andrea
Cc: Walzak, Phil; Wolfe, Emma; Snyder, Thomas; jfdc
Subject: RE: Friedrichs- oral arguments start tomorrow

AFSCME asked if we are open to the attached edits (viewable in track changes)

[REDACTED]

[REDACTED]

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

From: Geri Prado [<mailto:geri@progressiveagenda.us>]
Sent: Monday, January 18, 2016 12:50 PM
To: B; Zuniga, Andrea
Cc: Walzak, Phil; Wolfe, Emma; Snyder, Thomas; jfdc
Subject: Re: Friedrichs- oral arguments start tomorrow

Looping Andie. [REDACTED]

> On Jan 18, 2016, at 12:38 PM, B <BCCD@cityhall.nyc.gov> wrote:

>

>

> [REDACTED]

>

> -----Original Message-----

> From: Geri Prado <geri@progressiveagenda.us>
> Date: Sun, 10 Jan 2016 22:46:27
> To: Bill de Blasio<BCCD@cityhall.nyc.gov>; Phil Walzak<PWalzak@cityhall.nyc.gov>;
> <EWolfe@cityhall.nyc.gov>; Tom Snyder<TSnyder@cityhall.nyc.gov>; John Del
> Cecato<jfdc@akpdmmedia.com>
> Subject: Friedrichs- oral arguments start tomorrow

>

> [REDACTED]

>

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>  
> Gp  
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>  
>  
>  
> <winmail.dat>
```

Andrea Hagelgans
Office of the Mayor
Direct – 212.341.5372
Cell – 718.679.8965
ahagelgans@cityhall.nyc.gov

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#) (b) (6)
Subject: MINI SCHEDULE - Tuesday, January 19, 2016
Date: Monday, January 18, 2016 8:05:18 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, January 19, 2016

WEATHER: Hi of 31. Low of 25. Mostly Sunny
ATTIRE: Business
NOTES: (b) (6)

6:30 - 7:00 AM TRAVEL FROM GRACIE MANSION TO (b) (6)
Travel Time: 1 Hr.
Car: (b) (6)

7:30 - 8:30 AM (b) (6)
(b) (6)

9:00 - 10:00 AM TRAVEL FROM (b) (6) TO (b) (6)
(b) (6)
Travel Time: 1 Hr.
Car: (b) (6)

9:30 - 10:00 AM NEWS WITH PETER

10:00 - 10:30 AM (b) (6)
Location: (b) (6)
(b) (6)

10:30 - 11:00 AM TRAVEL FROM (b) (6) TO RAZI SCHOOL - 55-11 QUEENS BLVD,
WOODSIDE, NY 11377
Travel Time: 30 Mins.
Car: (b) (6)

10:30 - 11:00 AM (b) (6)
Call In#: (b) (6)
Code: (b) (6)

11:00 - 12:00 PM VISION ZERO END OF 2 YEARS NUMBERS (ON-TOPIC)
Location: Razi School - 55-11 Queens Blvd, Woodside, NY 11377

Press Contact: Wiley Norvell
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]
Setup: Tour followed by Press conference
Podium: Yes
Remarks: Prepared
Press: Open

12:00 - 12:30 PM TRAVEL FROM 55-11 QUEENS BLVD TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

12:30 - 1:00 PM [REDACTED]
Location: YOU call [REDACTED]

1:00 - 2:00 PM MEETING WITH CM GLADYS CARRION [REDACTED]
Location: City Hall, The Mayor's Office

2:00 - 3:00 PM [REDACTED]
Location: [REDACTED]

3:00 - 3:30 PM MEETING WITH GABRIELLE FIALKOFF AND TOM
Location: City Hall, The Mayor's Office

3:30 - 4:00 PM PREP [REDACTED]
Location: City Hall, The Mayor's Office
Call In#: [REDACTED]
Code: [REDACTED]

4:00 - 5:00 PM [REDACTED]
Location: [REDACTED]

5:00 - 6:00 PM [REDACTED]
Location: [REDACTED]

6:00 - 7:00 PM [REDACTED] PREP
Location: City Hall, The Blue Room

7:00 - 8:00 PM [REDACTED] PREP
Location: City Hall, The Blue Room

8:00 - 8:30 PM TRAVEL FROM CITY HALL TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

10:00 AM – C/M Miller “Grocery Worker’s Retention Act” 30 people

11:00 AM – Committee For Taxi Safety “Transportation Legislation” 300 people

12:00 PM – Community United For Police Reform “ Police Reform” 40 people

1:00 PM – Taxi For All Advocates “Accessible Taxis” 300 people

FLONYC SCHEDULE

9:30 - 12:00 PM

[REDACTED]

1:00 - 2:00 PM

ROUNDTABLE WITH ASIAN FEDERATION ON THRIVENYC

2:00 - 3:00 PM

[REDACTED]

3:00 - 3:45 PM

[REDACTED] TOUCHBASE WITH ROXANNE JOHN

3:45 - 4:00 PM

[REDACTED]

4:00 - 5:00 PM

[REDACTED]

5:00 - 5:30 PM

[REDACTED]

6:00 - 6:45 PM

ATTEND NEON ARTS AND ITS CITYWIDE ASSET- MAPPING PROJECT

CELEBRATION

7:30 - 8:30 PM

[REDACTED]

From: [John Del Cecato](#)
To: [Walzak, Phil](#); [B](#)
Cc: [Geri](#); [Snyder, Thomas](#)
Subject: Re: income inequality alert
Date: Tuesday, January 19, 2016 3:50:29 PM

Another point from same report:

The richest 1% now has as much wealth as the rest of the world combined, according to Oxfam.

From: "Walzak, Phil" <PWalzak@cityhall.nyc.gov>
Date: Monday, January 18, 2016 at 5:12 PM
To: Bill de Blasio <BCCD@cityhall.nyc.gov>
Cc: John Del Cecato <jfdc@akpdmedia.com>, Geri Prado <geri@progressiveagenda.us>, "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>
Subject: income inequality alert

The 62 richest people on earth now hold as much wealth as the poorest 3.5 billion
<https://t.co/maE0Ry7leZ> <https://t.co/5NhU5sHvb4>

Original Tweet: <https://twitter.com/HuffPostPol/status/689208401352617984>

Sent via TweetDeck

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](#); [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](#)
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: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#) ([REDACTED]); [jfdc](#)
Subject: MINI SCHEDULE - Wednesday, January 20, 2016
Date: Tuesday, January 19, 2016 7:09:07 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, October 20, 2016

WEATHER: Hi of 37. Low of 27. Mostly Cloudy
ATTIRE: Business

6:30 - 7:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car : [REDACTED]

7:30 - 8:30 AM [REDACTED]
[REDACTED] [REDACTED]

9:00 - 9:30 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

9:00 - 9:30 AM NEWS WITH PETER

9:30 - 10:00 AM [REDACTED]
Location: [REDACTED]

10:00 - 12:00 PM MEETING WITH THE CHANCELLOR
Location: City Hall, The Blue Room

12:00 - 12:30 PM [REDACTED]
Location: [REDACTED]

12:30 - 1:30 PM [REDACTED]
Location: [REDACTED]

1:30 - 2:00 PM MEETING WITH TOM AND RACHEL
Location: City Hall, The Mayor's Office

2:00 - 3:30 PM [REDACTED]
Location: [REDACTED]

3:30 - 4:00 PM MEETING WITH DEAN REGARDING [REDACTED]
Location: City Hall, The Mayor's Office

4:00 - 5:00 PM [REDACTED] MEETING
Location: City Hall, The Blue Room

5:00 - 6:30 PM [REDACTED] PREP
Location: City Hall, The Blue Room

6:30 - 7:30 PM [REDACTED] PREP
Location: City Hall, The Blue Room

7:30 - 8:00 PM TRAVEL FROM CITY HALL TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

9:00 - 9:30 PM [REDACTED]
Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

11:00 AM – Transportation Alternatives “Vision Zero” 50 people

1:00 PM – New Yorkers For Vaccine Free 2016 “No Vaccines” 50 people

FLONYC SCHEDULE

9:45 - 11:30 AM [REDACTED]

11:00 - 12:15 PM TOWN HALL AT OHEL CHILDREN’S & FAMILY SERVICES ON THRIVENYC

2:45 - 3:00 PM [REDACTED]

3:00 - 3:30 PM [REDACTED] MEETING WITH DEPUTY MAYOR BUERY & DR.
BELKIN

4:00 - 5:00 PM [REDACTED] REVIEW

5:00 - 7:00 PM [REDACTED]

7:00 - 8:00 PM [REDACTED]

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](#); [Bennett, Rob](#)
Cc: [Confer, Alexis](#)
Subject: RE: MBDB: SOTC Prep
Date: Wednesday, January 20, 2016 5:05:17 PM

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: [Salazar-Rodriguez, Prisca](#)
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](#); [Tarrow, Mindy](#)
Cc: [Confer, Alexis](#)
Subject: RE: MBDB: SOTC Prep
Date: Wednesday, January 20, 2016 6:16:28 PM

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; Tarrow, 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: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Thursday, January 21, 2016
Date: Wednesday, January 20, 2016 7:06:46 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, January 21, 2016

WEATHER: Hi of 37. Low of 25. Sunny
ATTIRE: Business

8:15 - 9:00 AM TRAVEL FROM GRACIE MANSION TO CITY HALL

Travel Time: 30 Mins.

Car: [REDACTED]

8:30 - 9:00 AM NEWS WITH PETER

9:00 - 9:30 AM BUDGET BRIEFING WITH SPEAKER MMV & DEAN

Location: City Hall, The Mayor's Office

9:45 - 10:00 AM TRAVEL FROM CITY HALL TO [REDACTED]

Travel Time: 15 Mins.

Car: [REDACTED]

10:00 - 11:00 AM STORM PREPAREDNESS AVAIL (ON-TOPIC)

Location: South west corner of Spring Street and West Street- (Across the street from 335 Spring Street,

11:00 - 11:15 AM TRAVEL FROM [REDACTED] TO CITY HALL

Travel Time: 15 Mins.

Car: [REDACTED]

11:15 - 11:45 AM BUDGET BRIEFING WITH NYC COMPTROLLER, NYC PUBLIC ADVOCATE & DEAN

Location: City Hall, The Mayor's Office

11:45 - 12:15 PM [REDACTED]

Location: [REDACTED]

12:15 - 1:45 PM BUDGET BRIEFING WITH CITY COUNCIL MEMBERS AND BOROUGH PRESIDENT'S WITH FDM SHORRIS & DEAN

Location: City Hall, The COW

Staff Contact: Jon Paul Lupo
Telephone: [REDACTED]
Press Contact: Amy Spitalnick
Telephone: [REDACTED]

1:45 - 2:30 PM

DOWN

2:30 - 4:00 PM

BUDGET ANNOUNCEMENT/PRESENTATION FOLLOWED BY Q&A WITH DEAN

Location: City Hall, The Blue
Staff Contact: Andrea Hagelgans
Telephone: [REDACTED]
Press Contact: Amy Spitalnick
Telephone: [REDACTED]

4:00 - 5:00 PM

[REDACTED]
Location: [REDACTED]

5:00 - 5:30 PM
AMERICAS

TRAVEL FROM CITY HALL TO NY HILTON HOTEL, 1335 AVENUE OF THE

Travel Time: 30 Mins.
Car: [REDACTED]

5:30 - 6:00 PM

ATTEND COCKTAIL RECEPTION FOR REBNY'S 120TH ANNUAL BANQUET

Location: NY Hilton Hotel, 1335 Avenue of the America's
Press Contact: Wiley Norvell
Telephone: [REDACTED]
Site Contact: Michelle Adams
Telephone: [REDACTED]

6:00 - 6:30 PM

TRAVEL [REDACTED]

Travel Time: 30 Mins.
Car: [REDACTED]

6:30 - 7:00 PM

[REDACTED]
Car: [REDACTED]

7:00 - 7:00 PM

FLIGHT DEPARTS LGA TO DC

8:22 - 8:22 PM

8:30 - 9:00 PM

TRAVEL FROM AIRPORT TO [REDACTED]
[REDACTED]

Travel Time: 30 Mins.
Car: [REDACTED]

9:00 - 10:00 PM

Location:

Press Contact: Karen Hinton

Telephone:

Site Advance: Stefan Grybauskas

Telephone:

10:00 - 10:30 PM

TRAVEL

Travel Time: 30 Mins.

Car:

CITY HALL STEPS PRESS CONFERENCES

1:00 PM – Friends of animals “ carriage Horse Bill” 40 People

FLONYC SCHEDULE

9:45 - 10:45 AM

10:45 - 11:15 AM

11:15 - 11:30 AM

11:30 - 12:00 PM

12:00 - 12:15 PM

12:15 - 1:00 PM

1:00 - 3:00 PM

3:00 - 6:30 PM

6:30 - 7:30 PM

PHONE INTERVIEW WITH VALERIE A. CANADY, MANAGING EDITOR OF
MENTAL HEALTH WEEKLY ON THRIVENYC

IN-PERSON INTERVIEW WITH ARLENE MUKOKO, BRONXNET TV ON
THRIVENYC

MAYOR'S FUND CALL TIME

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

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.

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 th Annual of El Museo Del Barrio	7	8 *Judge Sylvia Ash & Family's Sip and Chat	9 Brooklyn 3 Kings Day Event
10	11 *Human Trafficking Awareness	12 President Obama State of the Union Speech	13 *State of the State Speech	14	15	16
17 *NBC News Democratic Primary Debate	18 Martin Luther King	20 *Session Day in Albany	21 *Prelim Budget Day *Session Day in Albany	22	23	
24	25 *Session Day in Albany	26 *Session Day in Albany	27	28	29	30 *Alfalfa Club Dinner
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	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		

28	29 *Session Day in Albany	Notes: MOSPCE Events in February 2016: 1- Mayor's Fund Dinner (GF to suggest date).

~ March 2016 ~						
◀ February						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 *CC 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	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	19
					SOMOS Conference in Albany- 03/18-03/20	
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]				

~ April 2016 ~						
◀ March	Sun	Mon	Tue	Wed	Thu	Fri
Notes: MOSPCE Events in April 2016: 1- Gracie Mansion Conservancy Open House 2- Mental Health World Summit						2
						1 *Beginning of New Fiscal Year
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 th Anniversary Gala Dinner *Session Day in Albany	14	15 *Tax Day (Taxes Due)	16
[REDACTED]			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 [REDACTED]	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	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			

◀ May ~ June 2016 ~ July ▶						
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 [REDACTED]	[REDACTED] *Annual Puttanesca Party
					[REDACTED]	
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 [REDACTED] *Brooklyn Pride Parade (20 th Anniversary)
					[REDACTED]	
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 th 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 th Annual Conference of Mayors 6/24-6/27						

◀ June ~ July 2016 ~ August ▶						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1 *Canada Day	2
3	4 *Independence Day	5	6	7	8	9 *Staten Island Pride Parade
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
31	Notes: MOSPCE Events in July 2016: 1- DOE Big Apple Awards 2- Val/Sals 3- Awards for Excellence in Design 4- Senate Dems Dinner 5- IDC Dinner					

◀ July ~ August 2016 ~ September ▶						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
Harlem Week 7/27 8/03						
7 *Ecuadorian Parade	8	9	10	11 *Mayor's Dominican Heritage Event	12	13
14 *National Dominican Day Parade (Manhattan)	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	Notes: MOSPCE Events in August 2016: 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					

◀ 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		
4 [REDACTED]	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

◀ September ~ October 2016 ~ November ▶						
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 [REDACTED]
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	Notes: <u>MOSPCE Events in October 2016:</u> 1- Upstander Awards				

◀ October ~ November 2016 ~ December ▶						
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
13	14 *ThriveNYC 1st Anniversary	15	16	17	18	19
20	21	22	23	24 *Thanksgiving Day *Annual Thanksgiving Day Parade	25	26
27	28	29	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 Nation 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
	[REDACTED]					

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: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Friday, January 22, 2016
Date: Thursday, January 21, 2016 7:04:16 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, January 22, 2016

WEATHER: Hi of 35. Low of 27. Mostly Cloudy
ATTIRE: Business

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Location: 357 9th Street
Travel Time: [REDACTED]
Car: 30 Mins.

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 10:00 AM TRAVEL [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:00 AM NEWS WITH PETER

10:00 - 12:00 PM [REDACTED] CALL TIME
Location: [REDACTED]

12:00 - 12:30 PM TRAVEL FROM [REDACTED] TO 165 CADMAN PLAZA
Travel Time: 30 Mins.
Car: [REDACTED]

12:15 - 12:30 PM (T) CALL WITH LAWRENCE DOWNES REGARDING [REDACTED]

12:30 - 1:00 PM ON-SITE AVAIL PREP
Location: 165 Cadman Plaza East

1:00 - 2:30 PM SNOW PRESS AVAIL (ON-TOPIC)
Location: OEM - 165 Cadman Plazas East, Brooklyn
Staff Contact: Jerika Richardson
Telephone: [REDACTED]
Press Contact: Karen Hinton

Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

2:30 - 3:00 PM TRAVEL FROM 165 CADMAN PLAZA TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

3:00 - 4:00 PM MEETING REGARDING [REDACTED]
Location: City Hall, The Blue Room

4:00 - 5:00 PM [REDACTED]
Location: [REDACTED]

5:00 - 6:30 PM [REDACTED] PREP
Location: City Hall, The Blue Room

6:30 - 7:00 PM TRAVEL FROM CITY HALL TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

7:00 - 8:30 PM [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

12:00 PM Animal Rights "ASPCA" 50 people

FLONYC SCHEDULE

7:30 - 8:00 AM [REDACTED]
8:00 - 12:00 PM [REDACTED]
12:00 - 12:45 PM MEETING//LUNCH WITH ROXANNE JOHH
1:00 - 8:00 PM [REDACTED]
8:00 - 9:00 PM [REDACTED]

From: [B](#)
To: [Arslanian, Kayla](#)
Cc: [jfdc](#); [Geri](#)
Subject: Re: Thank you
Date: Thursday, January 21, 2016 7:42:10 PM

[REDACTED]

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

From: Kayla Arslanian
To: Bill de Blasio
Cc: John Del Cecato
Cc: Geri Prado
Subject: Re: Thank you
Sent: Jan 21, 2016 6:51 PM

[REDACTED]

Sent from my iPhone

> On Jan 21, 2016, at 10:26 AM, B <BCCD@cityhall.nyc.gov> wrote:

>

>

> [REDACTED]

>

> -----Original Message-----

> From: John Del Cecato <jfdc@akpdmedia.com>

> Date: Thu, 21 Jan 2016 15:06:27

> To: Geri Prado <geri@progressiveagenda.us>; Bill de Blasio <BCCD@cityhall.nyc.gov>

> Subject: Re: Thank you

>

> [REDACTED]

>

>> On 1/21/16, 9:55 AM, "Geri Prado" <geri@progressiveagenda.us> wrote:

>>

>>

>>

>>> Begin forwarded message:

>>>

>>> From: Geri Prado <geri@progressiveagenda.us>

>>> Subject: Thank you

>>> Date: January 21, 2016 at 9:50:32 AM EST

>>> To: Marc Perrone <mperrone@ufcw.org>, sappplebaum@ufcw.org, Ademola

>>> Oyefeso <aoyefeso@ufcw.org>

>>>

>>> President Perrone, Vice President Applebaum, Ademola:

>>>

>>> We received the contribution from UFCW for 2016. I want to say thank

>>> you for the support, your belief in us as we start out this venture.

>>>

>>> Ademola and I have discussed the ways we can work together on getting

>>> workers' stories to drive an important narrative around inequality.

>>>

>>> Please let me know if you have any questions, suggestions or just would

>>> like general progress check ins.

>>>

>>> Lastly, your idea around convening Mayors and labor is one we briefly
>>> discussed and could start planning for next quarter. Ademola and I can
>>> discuss the best way to accomplish the various goals.

>>>

>>> Thank you again

>>>

>>> In Solidarity,

>>>

>>> Geri Prado

>

From: [Salazar-Rodriguez, Prisca](#)
To: [Arslanian, Kayla](#); [Almonte, Catherine](#); [Viguers, Jonathan](#); [Caquias, Paula](#); [jfdc](#)
Subject: RE: MBDB: TPAC Call Time
Date: Friday, January 22, 2016 9:38:41 AM

This will begin at 1030am

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

From: Salazar-Rodriguez, Prisca

Sent: Thursday, January 21, 2016 9:40 AM

To: Salazar-Rodriguez, Prisca; Arslanian, Kayla; Almonte, Catherine; Viguers, Jonathan; Caquias, Paula; jfdc

Subject: MBDB: TPAC Call Time

When: Friday, January 22, 2016 10:30 AM-12:30 PM (UTC-05:00) Eastern Time (US & Canada).

Where: 15 Maiden Lane, 11th floor

From: [Almonte, Catherine](#)
To: [Arslanian, Kayla](#)
Cc: [jfdc](#); [Geri](#)
Subject: Re: Calls Today
Date: Friday, January 22, 2016 10:09:14 AM

[REDACTED]

Sent while mobile.

> On Jan 22, 2016, at 10:07 AM, Arslanian, Kayla <KArslanian@cityhall.nyc.gov> wrote:

>

> Mayor off. Plus Cat [REDACTED]

>

> [REDACTED]

>

> [REDACTED]

>

>

> Sent from my iPhone

>

>> On Jan 21, 2016, at 10:26 AM, B <BCCD@cityhall.nyc.gov> wrote:

>>

>>

>> [REDACTED]

>>

>> -----Original Message-----

>> From: John Del Cecato <jfdc@akpdmedia.com>

>> Date: Thu, 21 Jan 2016 15:06:27

>> To: Geri Prado <geri@progressiveagenda.us>; Bill de Blasio <BCCD@cityhall.nyc.gov>

>> Subject: Re: Thank you

>>

>> [REDACTED]

>>

>>> On 1/21/16, 9:55 AM, "Geri Prado" <geri@progressiveagenda.us> wrote:

>>>

>>>

>>>

>>>> Begin forwarded message:

>>>>

>>>> From: Geri Prado <geri@progressiveagenda.us>

>>>> Subject: Thank you

>>>> Date: January 21, 2016 at 9:50:32 AM EST

>>>> To: Marc Perrone <mperrone@ufcw.org>, sapplebaum@ufcw.org, Ademola

>>>> Oyefeso <aoyefeso@ufcw.org>

>>>>

>>>> President Perrone, Vice President Applebaum, Ademola:

>>>>

>>>> We received the contribution from UFCW for 2016. I want to say thank

>>>> you for the support, your belief in us as we start out this venture.

>>>>

>>>> Ademola and I have discussed the ways we can work together on getting

>>>> workers¹ stories to drive an important narrative around inequality.

>>>>

>>>> Please let me know if you have any questions, suggestions or just would

>>>> like general progress check ins.

>>>>

>>>> Lastly, your idea around convening Mayors and labor is one we briefly

>>>> discussed and could start planning for next quarter. Ademola and I can
>>>> discuss the best way to accomplish the various goals.
>>>>
>>>> Thank you again
>>>>
>>>> In Solidarity,
>>>>
>>>> Geri Prado
>>

From: [B](#)
To: [Geri Snyder, Thomas](#)
Cc: [jfdc](#)
Subject: Re: Thank you
Date: Friday, January 22, 2016 12:49:19 PM

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

From: Geri Prado <geri@progressiveagenda.us>
Date: Thu, 21 Jan 2016 10:46:44
To: Snyder, Thomas<TSnyder@cityhall.nyc.gov>
Cc: B<BCCD@cityhall.nyc.gov>; jfdc<jfdc@akpdmedia.com>
Subject: Re: Thank you

That went into CONY.

> On Jan 21, 2016, at 10:42 AM, Snyder, Thomas <TSnyder@cityhall.nyc.gov> wrote:

>

> Plus 200K from UNITE HERE.

>

>> On 1/21/16, 10:37 AM, "Geri Prado" <geri@progressiveagenda.us> wrote:

>>

>> UFCW and AFSCME total 275k. 250 in the bank.

>>

>> OSI paid for 2015 contracts and that was 250k that came in through
>> transfer.

>>

>>> On Jan 21, 2016, at 10:28 AM, B <BCCD@cityhall.nyc.gov> wrote:

>>>

>>>

>>>

>>>

>>>

>>> -----Original Message-----

>>> From: John Del Cecato <jfdc@akpdmedia.com>

>>> Date: Thu, 21 Jan 2016 15:06:27

>>> To: Geri Prado<geri@progressiveagenda.us>; Bill de

>>> Blasio<BCCD@cityhall.nyc.gov>

>>> Subject: Re: Thank you

>>>

>>>

>>>

>>>> On 1/21/16, 9:55 AM, "Geri Prado" <geri@progressiveagenda.us> wrote:

>>>>

>>>>

>>>>

>>>>> Begin forwarded message:

>>>>>

>>>>> From: Geri Prado <geri@progressiveagenda.us>

>>>>> Subject: Thank you

>>>>> Date: January 21, 2016 at 9:50:32 AM EST

>>>>> To: Marc Perrone <mperrone@ufcw.org>, sapplebaum@ufcw.org, Ademola

>>>>> Oyefeso <aoyefeso@ufcw.org>

>>>>>

>>>> President Perrone, Vice President Applebaum, Ademola:
>>>>
>>>> We received the contribution from UFCW for 2016. I want to say thank
>>>> you for the support, your belief in us as we start out this venture.
>>>>
>>>> Ademola and I have discussed the ways we can work together on getting
>>>> workers¹ stories to drive an important narrative around inequality.
>>>>
>>>> Please let me know if you have any questions, suggestions or just
>>>> would
>>>> like general progress check ins.
>>>>
>>>> Lastly, your idea around convening Mayors and labor is one we briefly
>>>> discussed and could start planning for next quarter. Ademola and I can
>>>> discuss the best way to accomplish the various goals.
>>>>
>>>> Thank you again
>>>>
>>>> In Solidarity,
>>>>
>>>> Geri Prado
>>>
>>> <winmail.dat>
>
> <winmail.dat>

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: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#) (b) (6)
Subject: MINI SCHEDULE - Saturday, January 23, 2016
Date: Friday, January 22, 2016 7:05:17 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, January 23, 2016

WEATHER: Hi of 31. Low of 24. Blizzard
ATTIRE: Business
Notes: (b) (6)

7:00 - 8:00 AM TRAVEL FROM GRACIE MANSION TO (b) (6)
Travel Time: 1 Hr.
Car: (b) (6)

8:30 - 9:30 AM (b) (6)
(b) (6) (b) (6)

10:00 - 10:30 AM TRAVEL FROM (b) (6) TO 165 CADMAN PLAZA EAST, BROOKLYN
Travel Time: 30 Mins.
Car: (b) (6)

10:30 - 11:00 AM ON-SITE PREP (b) (6)
Location: OEM - 165 Cadman Plaza East, Brooklyn

11:00 - 12:00 PM SNOW PRESS AVAIL (ON-TOPIC)
Location: OEM - 165 Cadman Plaza East, Brooklyn
Staff Contact: Jerika Richardson
Telephone: (b) (6)
Press Contact: Monica Klein
Telephone: (b) (6)
Site Advance: Stefan Grybauskas
Telephone: (b) (6)

12:00 - 1:00 PM TRAVEL FROM 165 CADMAN PLAZA EAST TO STATEN ISLAND
Travel Time: 1 Hr.
Car : (b) (6)

1:00 - 2:00 PM TOUR STATEN ISLAND STREETS

2:00 - 3:00 PM TRAVEL FROM STATEN ISLAND TO GRACIE

Travel Time: 1 Hr.

Car:

3:00 - 4:00 PM

4:00 - 4:30 PM

Call In#:

Code:

CITY HALL STEPS PRESS CONFERENCES

No Schedule Press conference

FLONYC SCHEDULE

No Public schedule

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEUDLE - Sunday, January 24, 2016
Date: Friday, January 22, 2016 7:32:47 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, January 24, 2016

WEATHER: Hi of 39. Low of 20. Partly Cloudy
ATTIRE: Business

9:00 - 9:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

10:30 - 11:30 AM [REDACTED]

12:00 - 12:30 PM [REDACTED]

12:00 - 1:00 PM TRAVEL FROM [REDACTED] TO MULAN, QUEENS CROSSING, 136-17
39TH AVENUE, 2ND FLOOR, FLUSHING
Travel Time: 30 Mins.
Car: [REDACTED]

1:00 - 2:00 PM REMARKS AS HONOREE AT REP. GRACE MENG'S LUNAR NEW YEAR
RECEPTION
Location: Mulan, Queens Crossing, 136-17 39th Avenue, 2nd floor,
Flushing
Press Contact: Jessica Ramos
Telephone: [REDACTED]

2:00 - 3:00 PM TRAVEL FROM QUEENS TO GRACIE MANSION
Travel Time: 1 Hr.
Car: [REDACTED]

2:30 - 3:00 PM [REDACTED]
Call In #: [REDACTED]
Code: [REDACTED]

3:00 - 4:00 PM [REDACTED]
Call In #: [REDACTED]
Code: [REDACTED]

4:00 - 7:00 PM



7:00 - 9:00 PM



CITY HALL STEPS PRESS CONFERENCES

No Schedule Press conference

FLONYC SCHEDULE

3:00 - 4:00 PM



7:00 - 9:00 PM



From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Monday, January 25, 2016
Date: Friday, January 22, 2016 7:40:22 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, January 25, 2016

WEATHER: Hi of 39. Low of 30 , Mostly sunny
ATTIRE: Business

6:30 - 7:00 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
7:30 - 8:30 AM	[REDACTED]
9:00 - 9:30 AM	TRAVEL FROM [REDACTED] TO CITY HALL Travel Time: 30 Mins. Car: [REDACTED]
10:00 - 11:00 AM	MEETING WITH TOM Location: City Hall, The Mayor's Office
11:00 - 12:00 PM	[REDACTED] Location: [REDACTED]
12:00 - 2:00 PM	[REDACTED] PREP Location: City Hall, The Blue Room
2:00 - 2:30 PM	[REDACTED] Location: [REDACTED]
2:30 - 3:30 PM	WHITESPACE Location: City Hall, The Mayor's Office
3:30 - 4:30 PM	[REDACTED] PREP Location: City Hall, The Blue Room
4:30 - 5:30 PM	[REDACTED] PREP Location: City Hall, The Blue Room

5:30 - 6:30 PM	<div></div> Location: <div></div>
6:30 - 7:00 PM	<div></div> Location: <div></div>
7:15 - 7:30 PM	TRAVEL FROM CITY HALL TO <div></div> Travel Time: 15 Mins. Car: <div></div>
7:30 - 9:00 PM	<div></div> Location: <div></div>
9:00 - 9:15 PM	TRAVEL FROM <div></div> TO CITY HALL Travel Time: 15 Mins. Car: <div></div>
9:15 - 10:15 PM	<div></div> Location: <div></div>
10:15 - 10:30 PM	TRAVEL FROM CITY HALL TO <div></div> Travel Time: 15 Mins. Car: <div></div>
10:30 - 11:30 PM	<div></div> Location: <div></div>
11:30 - 12:00 AM	TRAVEL TO GRACIE MANSION Travel Time: 30 Mins. Car: <div></div>

CITY HALL STEPS PRESS CONFERENCES

12:00PM – Communities United for Police Reform “ Police Reform” 50 People

FLONYC SCHEDULE

9:30 - 11:30 AM	<div></div>
12:00 - 2:00 PM	<div></div>
2:00 - 7:00 PM	<div></div>
7:00 - 8:00 PM	<div></div>

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado \(\)](#); [jfdc](#)
Subject: UPDATE MINI SCHEDULE - Monday, January 25, 2016
Date: Sunday, January 24, 2016 9:36:07 PM

SCHEDULE FOR MAYOR BILL DE BLASIO

CITY OF NEW YORK

Monday, January 25, 2016

WEATHER: Hi of 38. Low of 32 , Partly Cloudy

ATTIRE: Business

6:30 - 7:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 AM [REDACTED]
[REDACTED] [REDACTED]

9:00 - 9:30 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

9:00 - 9:30 AM NEWS WITH MONICA

10:00 - 11:00 AM [REDACTED]
Location: City Hall, The Mayor's Office
Call In#: [REDACTED]
Code: [REDACTED]

11:00 - 11:30 AM TRAVEL FROM CITY HALL TO TBD
Travel Time: 30 Mins.
Car: [REDACTED]

11:30 - 12:30 PM (T) SNOW UPDATE PRESSER (ON-TOPIC)
Location: Location TBD
Press Contact: Monica Klein
Telephone: [REDACTED]

12:30 - 1:00 PM TRAVEL FROM TBD TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

1:00 - 1:30 PM	[REDACTED] Location: [REDACTED]
1:30 - 3:00 PM	[REDACTED] PREP Location: City Hall, The Blue Room
3:00 - 3:30 PM	[REDACTED] Location: [REDACTED]
3:30 - 4:30 PM	[REDACTED] PREP [REDACTED] City Hall, The Blue Room
4:30 - 5:30 PM	[REDACTED] PREP Location: City Hall, The Blue Room
5:30 - 6:00 PM	[REDACTED] Location: [REDACTED]
6:00 - 6:30 PM	[REDACTED] Location: [REDACTED]
6:30 - 7:00 PM	[REDACTED] Location: [REDACTED]
7:15 - 7:30 PM	TRAVEL FROM CITY HALL TO [REDACTED] Travel Time: 15 Mins. Car: [REDACTED]
7:30 - 9:00 PM	[REDACTED] Location: [REDACTED]
9:00 - 9:15 PM	TRAVEL FROM [REDACTED] TO GRACIE MANSION Travel Time: 15 Mins. Car: [REDACTED]
9:15 - 10:15 PM	[REDACTED] Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

12:00PM – Communities United for Police Reform “ Police Reform” 50 People

FLONYC SCHEDULE

9:30 - 11:30 AM	[REDACTED]
12:00 - 2:00 PM	[REDACTED]
2:00 - 7:00 PM	[REDACTED]

7:00 - 8:00 PM



From: [Caquias, Paula](#)
To: [B](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#) (b) (6)
Subject: UPDATED MINI SCHEDULE - Monday, January 25, 2016
Date: Monday, January 25, 2016 12:24:19 PM

Added:

6:00 - 6:10 PM 10 MINUTE LIVE PBS NEWS INTERVIEW
Location: Blue Room

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, January 25, 2016

WEATHER: Hi of 38. Low of 32 , Partly Cloudy
ATTIRE: Business

11:30 - 1:00 PM SNOW UPDATE PRESSER (ON & OFF TOPIC)
Location: EMS Station 4 - Pier 36 at South and Clinton Streets [Under the FDR]

Press Contact: Jerika Richardson
Telephone: (b) (6)
Site Advance: Javon Coney
Telephone: (b) (6)

1:00 - 1:30 PM TRAVEL FROM PIER 36 TO CITY HALL
Travel Time: 30 Mins.
Car : (b) (6)

1:30 - 3:00 PM (b) (6) PREP
Location: City Hall, The Blue Room

3:00 - 4:00 PM (b) (6) PREP
Location: City Hall, The Blue Room

4:00 - 5:00 PM (b) (6)
Location: (b) (6)

5:00 - 6:00 PM (b) (6)
Location: (b) (6)

6:00 - 6:10 PM 10 MINUTE LIVE PBS NEWS INTERVIEW

Location: Blue Room

6:30 - 7:00 PM

[REDACTED]
Location: [REDACTED]

7:15 - 7:30 PM

TRAVEL FROM CITY HALL TO [REDACTED]
Travel Time: 15 Mins.
Car : [REDACTED]

7:30 - 9:00 PM

[REDACTED]
Location: [REDACTED]

9:00 - 9:15 PM

TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 15 Mins.
Car : [REDACTED]

9:15 - 10:15 PM

[REDACTED]
Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

12:00PM – Communities United for Police Reform “ Police Reform” 50 People

FLONYC SCHEDULE

9:30 - 11:30 AM

[REDACTED]
[REDACTED] [REDACTED])

12:00 - 2:00 PM

2:00 - 7:00 PM

[REDACTED]

7:00 - 8:00 PM

[REDACTED]

From: [The Office of Mayor de Blasio](#)
To: [jfdc](#)
Subject: REMINDER: You are cordially invited to the 2016 State of the City Address
Date: Monday, January 25, 2016 12:49:18 PM



The Mayor of the City of New York

Bill de Blasio

cordially invites you to the

2016 STATE OF THE CITY ADDRESS

Thursday, February 4, 2016

Doors open at 6:00 PM
Program begins promptly at 7:00 PM

Lehman Center for the Performing Arts
Concert Hall
250 Bedford Park Boulevard West
Bronx

RSVP by Friday, January 29, 2016
(212) 788-2569 or
email: invitation@cityhall.nyc.gov

Space is limited

This invitation is non-transferable.

The Mayor of the City of New York

Bill de Blasio

cordially invites you to the

2016 STATE OF THE CITY ADDRESS

Thursday, February 4, 2016

Doors open at 6:00 PM

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Lehman Center for the Performing Arts
Concert Hall
250 Bedford Park Boulevard West
Bronx

RSVP by Friday, January 29, 2016
(212) 788-2569 or
email: invitation@cityhall.nyc.gov

Space is limited

Seating is on first come first serve basis.

THIS INVITATION IS NON-TRANSFERABLE.

Yes, I am attending

No, I will not attend



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: [Salazar-Rodriguez, Prisca](#)
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
Date: Monday, January 25, 2016 3:29:53 PM

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: [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> 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: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Tuesday, January 26, 2016
Date: Monday, January 25, 2016 6:30:30 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, January 26, 2016

WEATHER: New York City: Hi of 42. Low of 37. PM Showers
ALBANY: Hi of 42. Low of 33. Cloudy
ATTIRE: Business
Notes: [REDACTED]
Gracie.

6:25 - 6:35 AM TRAVEL FROM GRACIE TO 30 ROCKEFELLER CENTER - 49 W 49TH STREET, BETWEEN 5TH AVE AND 6TH AVE - STUDIO: 3A

Travel Time: 10 Mins.

Car: [REDACTED]

6:45 - 7:00 AM LIVE INTERVIEW ON MSNBC'S MORNING JOE

Location: 30 Rockefeller Center - 49 W 49th Street, between 5th Ave and 6th Ave - Studio: 3A

Note: [REDACTED]
[REDACTED]

Assistant) Site Contact: -Luna Szoke [REDACTED] (Studio Co-Production

-Daniela Pierre [REDACTED] (cell)

Press Contact: Karen Hinton

Telephone: [REDACTED]

7:00 PM DEPART TO ALBANY

Travel Time: 10 Mins.

Car: [REDACTED]

Detail Follow Car: [REDACTED]
[REDACTED]

2nd Follow Car: [REDACTED]

9:00 - 9:30 AM NEWS WITH PETER

10:00 - 1:00 PM TESTIFY AT STATE BUDGET HEARING

Location: Hearing Room B LOB

1:00 - 1:45 PM	PREP [REDACTED] Location: LOB, Room 104A
2:00 - 2:45 PM	PRESS AVAIL (ON-TOPIC) Location: LOB, Room 130
3:00 - 3:40 PM	MEETING WITH SENATOR FLANAGAN Location: Capitol Building, Room 332
3:45 - 4:25 PM	MEETING WITH SPEAKER CARL HEASTIE Location: Capitol Building, Room 349
4:30 - 5:00 PM	MEETING WITH SENATOR STEWART-COUSINS Location: Capitol Building, Room 315
5:00 - 7:30 PM	TRAVEL FROM ALBANY TO GRACIE MANSION Travel Time: 10 Mins. Car: [REDACTED]
7:30 - 9:00 PM	[REDACTED] Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
10:00 AM – Communities for Change “Housing” 50 people

FLONYC SCHEDULE

8:00 - 11:00 AM	[REDACTED]
11:30 - 12:30 PM	[REDACTED]
1:00 - 1:30 PM	[REDACTED]
1:30 - 2:30 PM	[REDACTED]
2:30 - 3:30 PM	CGE MEETING WITH MAYA WILEY, SILDA PALERM, AND ROXANNE JOHN
3:30 - 7:00 PM	[REDACTED]
7:30 - 9:00 PM	[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Wednesday, January 27, 2016
Date: Tuesday, January 26, 2016 7:05:27 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, January 27, 2016

WEATHER: Hi of 43. Low of 29. Mostly Sunny
ATTIRE: Business

6:30 - 7:00 AM	TRAVEL FROM GRACIE TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
7:30 - 8:30 AM	[REDACTED] [REDACTED] [REDACTED]
9:00 - 9:30 AM	TRAVEL FROM [REDACTED] TO CITY HALL Travel Time: 30 Mins. Car: [REDACTED]
10:00 - 10:50 AM	[REDACTED] PREP Location: City Hall, The Blue Room
10:50 - 11:00 AM	TRAVEL FROM CITY HALL TO [REDACTED] Travel Time: 10 Mins. Car: [REDACTED]
11:00 - 12:00 PM	[REDACTED] [REDACTED] [REDACTED]
12:00 - 12:05 AM	TRAVEL [REDACTED] Travel Time: 10 Mins. Car: [REDACTED]
12:15 - 1:00 PM	[REDACTED] PREP [REDACTED] Location: City Hall, The Mayor's Office
1:00 - 1:30 PM	PREP [REDACTED] Location: City Hall, The Mayor's Office

MEETING WITH SPEAKER MMV

Location: City Hall, The Mayor's Office

2:30 - 3:30 PM

PREP

Location: City Hall, The Blue Room

3:45 - 4:15 PM

TRAVEL FROM CITY HALL TO 250 WEST 65TH STREET

Travel Time: 30 Mins.

Car:

3:45 - 3:50 PM

CALL-IN INTERVIEW WITH PEOPLE MAGAZINE

Call-In #

TBD

4:00 - 4:15 PM

CALL WITH TRACY MAITLAND

Location: YOU call Tracy at

4:15 - 5:00 PM

PREP

Location: Lincoln Square Neighborhood Center, 250 West 65th Street

5:00 - 7:00 PM

AFFORDABLE SENIOR HOUSING TOWN HALL WITH CM ROSENTHAL

Location: Lincoln Square Neighborhood Center, 250 West 65th Street

Staff Contact: Marti Adams Baker

Telephone:

Press Contact: [Wiley Norvell](#)

Telephone:

Site Advance: Javon Coney

Telephone:

7:00 - 7:30 PM

TRAVEL FROM 250 WEST 65TH STREET TO 301 PARK AVENUE

Travel Time: 30 Mins.

Car:

7:30 - 8:00 PM

REMARKS AT THE ANNUAL MAIMONIDES GALA WITH FLONYC

Location: Waldorf Astoria, 301 Park Avenue, NY

Press Contact: Ishanee Parikh

Telephone:

Site Advance: Andrew Schustek

Telephone:

Note: FLONYC will meet you in front of the Waldorf Astoria

8:00 - 8:30 PM

TRAVEL FROM 301 PARK AVENUE TO GRACIE MANSION

Travel Time: 30 Mins.

Car:

CITY HALL STEPS PRESS CONFERENCES

9:00 AM – News Guild of NY “Immigrant Media”

11:00 AM – Picture the Homeless “Affordable Housing” 40 people

12:00 PM – Public Advocate Letitia James “Housing” 100 people

1:00 PM – Communities for Change “Housing” 50 people

FLONYC SCHEDULE

9:30 - 10:45 AM

[REDACTED]

11:00 - 12:00 PM

[REDACTED]

12:15 - 1:15 PM

PREP

[REDACTED]

WITH DEPUTY MAYOR

RICHARD BUERY & DR. GARY BELKIN

1:15 - 1:30 PM

DEPART

[REDACTED]

1:30 - 2:15 PM

[REDACTED]

2:30 - 3:45 PM

MAYOR'S FUND CALL TIME

5:30 - 7:00 PM

[REDACTED]

7:30 - 8:00 PM

PRESENT AWARD HONORING PAMELA BRIER AT MAIMONIDES 2016 GALA

WITH MBDB

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](#)
Subject: RE: MBDB: SOTC Prep
Date: Wednesday, January 27, 2016 2:49:54 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: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEUDLE -Thursday, January 28, 2016
Date: Wednesday, January 27, 2016 7:12:05 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, January 28, 2016

WEATHER: Hi of 42. Low of 32. Partly Cloudy
ATTIRE: Business
Note: [REDACTED]

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 9:45 AM TRAVEL FROM [REDACTED] TO 850 3RD AVENUE BROOKLYN
Travel Time: 15 Mins.
Car: [REDACTED]

9:30 - 9:45 AM CALL WITH MAYOR KAREN WEAVER
Note: YOU Call her on her cell at [REDACTED]

9:45 - 10:45 AM TOUR LIBERTY VIEW INDUSTRIAL PLAZA
Location: 850 3rd Avenue, Brooklyn, NY 11232
Staff Contact: Maria Torres-Springer
Telephone: [REDACTED]
Press: Closed

10:45 - 11:15 AM TRAVEL FROM 850 3RD AVENUE TO [REDACTED], SI, NY 10306
Travel Time: 30 Mins.
Car: [REDACTED]

11:00 - 11:15 AM [REDACTED] CALL
Call In#: [REDACTED]
Code: [REDACTED]

11:15 - 11:30 AM MEET WITH THE FAMILY OF US ARMY STAFF SEAGEANT MICHAEL OLLIS
Location: [REDACTED], SI, NY 10306

Staff Contact: Dan Gross
Telephone: [REDACTED]
Press: Closed

11:30 - 12:00 PM
STREET

TRAVEL FROM [REDACTED] TO STATEN ISLAND FERRY - 1 BAY

Travel Time: 30 Mins.
Car: [REDACTED]

12:00 - 1:30 PM

STATEN ISLAND FERRY ANNOUNCEMENT (ON/OFF TOPIC)

Location: Staten Ferry (SI Side) 1 Bay Street

Staff Contact: Dan Gross

Telephone: [REDACTED]

Press Contact: Wiley Norvell

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

1:30 - 2:00 PM

TRAVEL [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

1:30 - 2:00 PM

NEWS WITH PETER

2:00 - 3:00 PM

[REDACTED] MEETING

Location: City Hall, The Blue Room

3:00 - 4:00 PM

[REDACTED] MEETING WITH THE CHANCELLOR

Location: City Hall, The Blue Room

4:00 - 5:00 PM

[REDACTED]

Location: [REDACTED]

5:00 - 5:15 PM

15 MINUTE MEETING WITH BHAVNEET ANAND

Location: City Hall, The Mayor's Office

5:15 - 5:30 PM

15 MINUTE MEETING WITH PAWANDEEP KAUR

Location: City Hall, The Mayor's Office

5:30 - 6:30 PM

[REDACTED]

Location: [REDACTED]

6:30 - 7:30 PM

[REDACTED] PREP

Location: City Hall, The Governor's Room

7:30 - 7:40 PM	PREP [REDACTED] Location: City Hall, The Mayor's Office
7:40 - 8:00 PM	LIVE INTERVIEW ON HARDBALL WITH CHRIS MATTHEWS Location: City Hall, The Blue Room
8:00 - 8:30 PM	TRAVEL FROM CITY HALL TO [REDACTED] Car: [REDACTED]
8:15 - 8:30 PM	[REDACTED] Location: [REDACTED]
8:30 - 9:30 PM	[REDACTED] Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

9:00 AM – C/M Menchaca “Pedi-Cab Drivers & Supporters” 100 people
 11:00 AM – Community Voices Heard “More Funding for NYCHA” 100 people
 12:00 PM – C/M Baron “Intro-886 Environmental Justice” 20 people

FLONYC SCHEDULE

8:30 - 9:30 AM	[REDACTED]
10:00 - 11:30 AM	[REDACTED]
12:00 - 1:00 PM	[REDACTED]
1:00 - 3:00 PM	NYC CITY COUNCIL MENTAL HEALTH COMMITTEE HEARING ON THRIVENYC
3:30 - 6:30 PM	[REDACTED]
6:30 - 7:30 PM	[REDACTED]

From: [Snyder, Thomas](#)
To: [Geri](#); [Spitalnick, Amy \(OMB\)](#); [jfdc](#)
Subject: Final NextGen OpEd
Date: Thursday, January 28, 2016 10:45:52 AM
Attachments: [50x30DraftOpEd_CLEAN11.docx](#)

Here is the final Steyer/De Blasio piece.



Over the holiday season, Americans living in areas accustomed to white Christmases saw something quite different: high temperatures in the 60s or 70s.

While one should not conflate the weather on a given day with global climate change, reams of scientific data point to one conclusion: 2015 was the warmest year ever recorded.

Humans are the cause of climate change – and this generation must be bold in offering the solution.

We've seen the damage: more damaging storms, flooding, the acidification of our oceans. These aren't worst-case scenarios. They're happening right now.

In the same way, we must act – right now.

We can start by ensuring America is powered by 50 percent clean energy by the year 2030.

The good news is that the transition to a low-carbon American economy is already underway.

Low petroleum prices make biofuels more and more competitive. Last year, the head of West Virginia's largest electric utility said that coal in the United States is no longer competitive, and will not make a comeback. Oil-producing Texas now leads the country in wind power production. In New York City, we've seen solar installations double over the last 20 months, with the pace accelerating. And that is just the beginning.

When the De Blasio Administration released "One New York: The Plan for A Strong and Just City" earlier this year, it set bold and specific targets for a strong, sustainable, resilient, and equitable city—a New York City that will be more vibrant and dynamic than ever, while reducing greenhouse gas emissions 80% by 2050.

The truth is, this focus is not only good for our environment. It is good for our economy as well.

Last year, the solar industry added jobs 12 times faster than the rest of the economy. The number of workers in the solar industry is greater than the oil and gas extraction industry and nearly three times the size of the coal mining workforce. Investment in clean energy grew by 8% last year to \$56 billion. Renewables also add energy diversity to our electrical grid, which can serve as an insurance policy in the face of extreme weather and climate-related shocks to the system.

Combatting climate change the right way will also lead to dramatic health benefits in cities like New York, where pollutants from fossil fuels trigger asthma and aggravate other respiratory conditions, causing students to miss school, parents to miss work, and families to rack up expensive hospital bills.

While the current Congress has failed to make substantive progress on climate change, that's not an excuse for inaction. It is up to mayors, governors, and community leaders to use local tools to protect our environment. We can use our purchasing power to drive the market on renewable energy, and demand new products, such as fuel-efficient trucks and cleaner heavy machinery. We can work with utilities and building owners to kick-start the transition to a clean energy future.

None of this will be easy. We face a climate crisis that has been over a century in the making, and it will take a combination of energy efficiency, alternative power sources, energy storage, and smart coordination across regions and governments to get where we need to go.

The longer we wait, the graver the consequences. So local leaders are pushing for change, with a 50x30 plan that is both critically important and eminently feasible.

Temperatures in Washington, DC reached nearly 70 degrees on Christmas. If lawmakers can't – or won't – address climate change, then it's up to leaders on the local level to take action – and turn up the heat on Congress.

DRAFT

From: [Hinton, Karen](#)
To: B
Cc: [Walzak, Phil](#); [Hagelgans, Andrea](#); [jfdc](#); [Kadushin, Peter](#); [Arslanian, Kayla](#); [Snyder, Thomas](#); [Salazar-Rodriguez, Prisca](#)
Subject: [REDACTED]
Date: Thursday, January 28, 2016 4:48:00 PM

[REDACTED]
[REDACTED]

HRC Article Excerpt/VOX/Ezra Klein

<http://www.vox.com/2016/1/28/10858464/hillary-clinton-bernie-sanders-political-realism>

What Clinton is relearning in the snows of Iowa and New Hampshire is that there's nothing audacious about hope. Hope is the one commodity every voter wants to buy. It's pragmatism that you can't sell.

And Clinton is a political pragmatist — maybe even a political pessimist. In October, she met backstage with representatives from the Black Lives Matter movement. The discussion was recorded — though it's not clear if Clinton knew that at the time — and the result is a revealing look into her politics.

For the first 10 minutes, Clinton is polite, conciliatory, and careful. She both justifies and apologizes for her tough-on-crime past, and she argues that caution is required by the political present. She tries to make the activists feel heard without promising anything she can't deliver. She says she needs them to develop solutions that she can sell and pass.

But the activists give no ground. "What you just said was a form of victim blaming," one of them replies. "You were saying what the Black Lives

Matter movement needs to do to change white hearts is to talk about policy change."

At this, Clinton's demeanor changes. Real emotion breaks through. She interrupts her interlocutor and raises her voice.

"I don't believe you change hearts," she says. "I believe you change laws, you change allocation of resources, you change the way systems operate. You're not going to change every heart. You're not."

This is Hillary Clinton's political philosophy in a nutshell.

DES MOINES, IOWA - Former congresswoman Gabby Giffords will campaign with Hillary Clinton this weekend, joining the Democratic frontrunner's army of surrogates making a final push in the Hawkeye state before the caucuses on Monday.

Bernie Sanders at a Crossroads: Attack Hillary Clinton or Stay Positive?

MASON CITY, Iowa — Senator Bernie Sanders of Vermont and his top advisers returned to Iowa on Wednesday evening having confronted a decision that will have lasting consequences for his presidential campaign and his political image: whether to open a new, tougher line of advertising against his rival Hillary Clinton in the closing days of the race for Iowa.

The senator has prided himself on running an inspiring, issue-oriented campaign, and he says often that he is not interested in tearing down Mrs. Clinton.

But the decision he is now grappling with echoes questions voiced by his supporters as Mr. Sanders finds himself in striking distance of Mrs. Clinton in Iowa: Does he have the stomach to directly attack and potentially defeat her, or will he be satisfied having injected important issues into the race and preserved his reputation for eschewing negative campaigning?

The Sanders campaign made a major purchase of television time in Iowa that began Wednesday and continues until the caucuses. The campaign's ad makers have prepared two sets of commercials: One continues the feel-good tone of "America," the campaign's popular 60-second spot, which shows farmers, children, dancing older couples and families cheering for Mr. Sanders, to the sound of Simon and Garfunkel's 1960s folk anthem of the same name.

The other takes aim at a central vulnerability of Mrs. Clinton, her Wall Street ties, by contrasting Mr. Sanders's vision for overhauling the financial industry with Mrs. Clinton's.

WSJ --

Former Secretary of State Hillary Clinton's campaign has agreed in principle to her chief rival Bernie Sanders's request for additional debates — paving the way for a possible Democratic forum next week in advance of the New Hampshire primary.

The New Hampshire Union Leader and MSNBC have proposed holding a debate on Feb. 4, just days before the New Hampshire primary. That debate is not approved by the Democratic National Committee, which has only officially sanctioned six events and has threatened to exclude candidates from future debates if they participate in unsanctioned forums.

The Hill

Six months after it began, the federal investigation into Hillary Clinton's private email server shows no signs of slowing down.

Former FBI officials said the length of the probe is not unusual and speculated that a decision on whether to file charges against Clinton or her top aides could come later this year, during the heat of the general election campaign.

"I don't know that there's any magical cutoff date," said Ron Hosko, the FBI's former assistant director of the criminal investigative division and a 30-year veteran of the bureau.

For Democrats, the extended investigation has become a source of some anxiety, with Republicans gleefully raising the prospect of the Democratic presidential front-runner being indicted.

"It does give pause to Democrats who are concerned that there may be another shoe to drop down the road," said Andrew Smith, a political science professor at the University of New Hampshire.

Hillary Clinton's Crucible

Charles M. Blow/Excerpts/JAN. 28, 2016

Monday night's presidential town hall provided the best format and platform yet for the Democratic candidates. Each was able to play to his or her strengths without the back-and-forth conflict-baiting that debate moderators seem to demand.

Even so, Hillary Clinton stood out.

Not only did she seem completely at ease in this environment, but she was also confident and wide-ranging in her answers, delivering many in an assertive tone that was one tick below yelling, and displaying a depth and breadth of knowledge that few can match.

She was at the top of her game.

She had to be. Senator Bernie Sanders is breathing down her neck in Iowa with a message that's increasingly popular among dissatisfied liberals and that she hasn't been able to counter sufficiently. Furthermore, at the previous debate, she made a huge tactical error by attacking Sanders's motives and integrity, a move that made her appear smaller, desperate and hostile.

At the town hall, Clinton's back was against the wall, and she performed brilliantly. Indeed, that seems to be when she gives her best performances — when her back is against the wall. But she is often in that position because of her own doing, her own lapses in judgment, her own miscalculations.

It is an odd, cyclical exercise to continue to praise her for climbing out of holes she digs for herself. There almost seems to be a self-destructive, self-defeating impulse at play, a need to be perpetually down so that she can perpetually fight her way back up, a sort of crisis dependency.

Then there is the strange reality that the ritual of her fighting her way back, even with strong showings like Monday's, can take on air of disingenuousness in and of itself.

The cynical read is that these command performances are calculated, the maneuvering of a purely political being with a gift for guile.

That assessment isn't particularly fair, but it is quite real. I believe it happens in part because there can be an animatronic plasticity present in her comportment and conveyance that raises questions of ambition versus authenticity. She is hands down the most broadly qualified and experienced among the candidates. But there remains an intangible quality that eludes her: connectivity. Even many people who admire her simply don't trust her.

Washington Post -- Sanders Unloads On Washington Post

DES MOINES — Move over, Donald Trump. Stand aside, Fox News. There's a new feud underway between a presidential candidate and a news media organization — this one between a Democratic presidential candidate, Sen. Bernie Sanders, and the editorial page of this newspaper.

The first volley was the editorial, posted late Wednesday online and in Thursday's print edition, headlined: "A campaign full of fiction." The print edition sub-headline contended, "Sen. Sanders is not a brave truth-teller. He's just telling progressives what they want to hear."

It got even rougher from there. The senator from Vermont is making "fantastical claims about how he would make the European social model work in the United States," ignoring the fact that Wall Street reforms since the financial collapse are "significantly reducing the risks big banks pose," and distorting the fiscal implications of his proposals, the editorial argued.

At a breakfast with reporters here Thursday that was sponsored by Bloomberg Politics, Sanders fired back — again and again and again.

"That's not a new argument. We've been hearing that months and months, and that's in a sense what this campaign is about," Sanders said in response to a request for his reaction to the editorial. "People are telling us, whether it's the Washington Post editorial board or anybody else, our ideas are too ambitious — can't happen. Too bold — really? Well, here's something which is really bold. In the last 30 years, there has been a massive transfer of wealth from the middle class and working families of this country. The middle class has become poorer and trillions of dollars have been transferred to the top one-tenth of 1 percent."

"That's pretty radical, isn't it?" Sanders said. "Where was The Washington Post to express concern that the middle class was shrinking?"

Sanders was just warming up. "Where was The Washington Post talking about this radical transformation of America?" he demanded, then proceeding to go on for nearly four minutes in his rebuttal.

Here's How Much Bernie Sanders Would Raise Taxes

Time Magazine

"It's a very, very, very big tax increase for everyone except those at the bottom."

Ever since Walter Mondale lost the 1984 election by a landslide after saying he would raise taxes, the conventional wisdom has been that it was the worst thing a presidential candidate could say. Bernie Sanders doesn't buy that.

"We will raise taxes," the Vermont Senator told a crowd at the CNN Democratic town hall this week. "Yes, we will."

Sanders, who is neck-and-neck with Hillary Clinton in Iowa and leading New Hampshire, has proposed an array of ambitious new government programs, from free college tuition and paid family leave to universal health care, and recently dropped a new tax plan explaining how he'd pay for it all.

The upshot?

"It's a very, very, very big tax increase for everyone except those at the bottom," Robertson Williams, a fellow at the Urban-Brookings Tax Policy Center, told TIME.

In an analysis released today, the Tax Foundation, an independent tax policy research organization, found

that Sanders' plan would lead to 10.56% lower after-tax income for all taxpayers, and a 17.91% lower after-tax income for the wealthiest Americans.

"When accounting for reduced GDP, after-tax incomes of all taxpayers would fall by at least 12.84 percent," the report said.

What to Look For in a Republican Debate Without Donald Trump

Comments by NEW YORK TIMES reporters/JAN. 28, 2016

I'll be curious to see who will take the brunt of the attacks, Ted Cruz or Mr. Trump. Mr. Cruz can be expected to target Mr. Trump, regardless of whether he is present. But which of the two leaders in Iowa the rest of the field chooses to focus on could go a long way in telling us who they think is in the stronger position going into the final weekend before Iowa.

— Jonathan Martin

Mr. Trump will not be the only target of Republicans who is not on the debate stage on Thursday. All of the candidates will be auditioning to prove that they are best suited to take on Hillary Clinton.

The last thing she needs four days before the caucuses is a stage full of Republicans criticizing her and drawing unfavorable contrasts for Democrats and independents. On Wednesday, Mrs. Clinton joked that being targeted by Republicans was "perversely flattering."

— Amy Chozick

Mr. Cruz took on all comers as a college-debate champion. But can he outfox an invisible man? If Mr. Trump goes through with his pledge to skip the debate, look for Mr. Cruz to make the evening a referendum on his choice, making the case again and again that Mr. Trump has shown disrespect to the Iowans whose votes he is seeking.

— Matt Flegenheimer

I will be paying close attention to a man on the stage who is not known for his debating skills: Jeb Bush. If Mr. Bush hopes to get a second look from voters (in Iowa but also New Hampshire), he could use a breakout moment.

Mr. Bush has shown that he is comfortable attacking Mr. Trump, but if the billionaire businessman boycotts the debate, as promised, it is unclear whether Mr. Bush will be as comfortable, or capable, of delivering a blow to his other rivals.

— Ashley Parker

Does Mr. Kasich still get a free pass?

The Ohio governor has drawn scant criticism from his opponents so far, with the occasional exception of Mr. Trump. But Mr. Kasich's polling numbers have risen lately in New Hampshire, where he has insistently wooed more moderate Republican voters. With a tight race there among the establishment-friendly

candidates, rivals like Mr. Christie and Mr. Rubio may not allow Mr. Kasich to deliver his message again unchallenged.

— Alexander Burns

Karen Hinton

Press Secretary

917-246-7692

Follow Me On Twitter @KarenHinton

From: [Perez, Roberto](#)
To: [jfdc](#)
Subject: Mayor's Community Affairs Unit & Southside United HDfC- Los Sures Present: THRIVE NYC Brooklyn INFO Session
Date: Friday, January 29, 2016 2:15:34 PM

Mayor's Community Affairs Unit & Southside United HDfC – Los Sures® Present:

Thrive

NYC

A Roadmap for
Mental Health
for All

BROOKLYN INFO SESSION

Special Presentation by Deputy Mayor For Strategic Policy Initiatives, **Richard Buery**



Thursday February 11th at 9:00AM
145 South 3rd Street, Brooklyn, NY 11211

Learn more about the benefits of the **IDNYC** & schedule an appointment

Come for a unique opportunity to keep your family safe!
Get a **Free alarm** installed in your home. **#GetAlarmedNYC**

Co-Sponsors:

Brooklyn Borough President **Eric Adams**
Congresswoman **Nydia Velazquez**

Council Member **Antonio Reynoso**
Assembly Member **Maritza Davila**
State Senator **Martin Dilan**



From: [John Del Cecato](#)
To: [Salazar-Rodriguez, Prisca](#); [Geri](#); [Snyder, Thomas](#)
Subject: Re: Next Friday, February 12th
Date: Tuesday, February 02, 2016 3:55:33 PM

I'm out of town from 2/13-19 - but Geri can either go sans JDC, or else maybe we do earlier?

On 2/2/16, 12:45 PM, "Salazar-Rodriguez, Prisca"
<PSalazar-Rodriguez@cityhall.nyc.gov> wrote:

>We are tentative for the 13th - will let you know when its confirmed.

>

>

>-----Original Message-----

>From: Geri Prado [<mailto:geri@progressiveagenda.us>]

>Sent: Tuesday, February 02, 2016 2:43 PM

>To: Snyder, Thomas

>Cc: Salazar-Rodriguez, Prisca; jfdc

>Subject: Re: Next Friday, February 12th

>

>OK. If there is another day such as Thursday let me know. Am I still on

>for Saturday or are you still waiting for MBDB sign off?

>

>

>

>> On Feb 2, 2016, at 2:29 PM, Snyder, Thomas <TSnyder@cityhall.nyc.gov>

>>wrote:

>>

>> + Prisca

>>

>> Not likely on Friday

>>

>> On 2/2/16, 1:54 PM, "Geri Prado" <geri@progressiveagenda.us> wrote:

>>

>>> Hey Tom:

>>>

>>> I believe the Mayor and I are tentative for the 13th. I might bring

>>> up our two new team members to NYC for a meeting with me, JDC, the

>>> digital team to flesh out the message calendar.

>>>

>>> I'd also like to see if it's possible for us to all sit with the

>>> Mayor maybe late afternoon post call time for a beer with us. We

>>> could all meet at Bar Toto.

>>>

>>> What do you think?

>>>

>>> gp

>>

>> <winmail.dat>

>

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#) [REDACTED] [jfdc](#)
Subject: MINI SCHEDULE- Wednesday, February 03, 2016
Date: Tuesday, February 02, 2016 7:02:19 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, February 03, 2016

WEATHER: Hi of 59. Low of 50. Rain/Wind
ATTIRE: Business
Note: [REDACTED]

6:30 - 7:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:30 - 8:30 AM [REDACTED]
[REDACTED] [REDACTED]

9:00 - 9:45 AM TRAVEL FROM [REDACTED] TO 353 SPRING STREET
Travel Time: 45 Mins.
Car: [REDACTED]

9:15 - 9:45 AM NEWS WITH PETER

9:45 - 10:00 AM ON-SITE PREP
Location: 353 Spring Street

10:00 - 12:00 PM CLEANYC SOTC ROLL-OUT AVAIL (ON/OFF TOPIC)
Location: Sanitation Garage, 353 Spring Street, 5th floor
Press Contact: Amy Spitalnick
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

12:00 - 12:10 PM TRAVEL FROM 353 SPRING STREET TO 1PP
Travel Time: 10 Mins
Car: [REDACTED]

12:30 - 1:00 PM [REDACTED]
Location: [REDACTED]

1:00 - 2:00 PM

CRIME STATS AVAIL WITH PC (ON-TOPIC Q&A)

Location: 1 Police Plaza

(2nd Floor Press Room)

Site Contact: Steve Davis

Telephone: Cell: [REDACTED]

Staff Contact: Jerika Richardson

Telephone: [REDACTED]

Press Contact: Monica Klein

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

2:00 - 2:10 PM

TRAVEL FROM 1PP TO CITY HALL

Travel Time: 10 Mins.

Walk: [REDACTED]

2:30 - 3:30 PM

[REDACTED]

Location: [REDACTED]

3:30 - 4:00 PM

[REDACTED]

Location: [REDACTED]

4:30 - 5:00 PM

TRAVEL FROM CITY HALL TO [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

5:00 - 7:00 PM

[REDACTED] PREP

Location: Lehman College

7:00 - 7:30 PM

TRAVEL FROM [REDACTED] TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

7:30 - 8:30 PM

[REDACTED]

Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

11:00AM – C/M Williams “TBD”

12:00PM – U.A.W. “Endorsement” 200 people


FLONYC SCHEDULE

9:30 - 11:00 AM

[REDACTED]

11:00 - 11:30 AM

[REDACTED]

11:30 - 11:45 AM	PHONE INTERVIEW WITH DR. ROBERT T. LONDON, CLINICAL PSYCHIATRY
NEWS ON THRIVENYC	
12:30 - 1:00 PM	IN-PERSON INTERVIEW WITH DEBORAH GORDON, CBS RADIO ON
THRIVENYC	
2:30 - 3:30 PM	MEETING WITH ACTRESS ANNA PAQUIN
3:30 - 6:30 PM	

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Thursday, February 4, 2016
Date: Wednesday, February 03, 2016 7:05:21 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, February 4, 2016

WEATHER: Hi of 54. Low of 37. Mostly Cloudy
ATTIRE: Business
Note: [REDACTED]

7:30 - 8:00 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
7:57 - 8:10 AM	CALL IN INTERVIEW WITH EBRO ON HOT 97 Call-in #: [REDACTED] Note: [REDACTED] [REDACTED]
9:00 - 10:00 AM	[REDACTED] [REDACTED] [REDACTED]
10:30 - 11:00 AM	TRAVEL [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
10:30 - 11:00 AM	NEWS WITH PETER
11:00 - 11:30 AM	[REDACTED] Location: [REDACTED]
11:30 - 12:00 PM	TRAVEL [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
12:00 - 1:00 PM	[REDACTED] Location: [REDACTED]
1:00 - 3:00 PM	[REDACTED] PREP

Location: City Hall, The Mayor's Office

3:00 - 5:30 PM

Location:

5:30 - 6:30 PM TRAVEL FROM CITY HALL TO LEHMAN COLLEGE, PERFORMING ARTS CENTER, 250 BEDFORD PARK BLVD.

Travel Time: 1 Hr.

Car:

6:30 - 9:00 PM

STATE OF THE CITY ADDRESS

Blvd.

Location: Lehman College, Performing Arts Center, 250 Bedford Park

Staff Contact: Dan Gross

Telephone:

Press Contact: Karen Hinton

Telephone:

Site Advance: Stefan Grybauskas

Telephone:

Podium: Yes

Press: Open

9:00PM – 9:30PM
MANSION

TRAVEL FROM LEHMAN COLLEGE TO GRACIE

Travel Time: 30 Mins.

Car:

CITY HALL STEPS PRESS CONFERENCES

11:00 AM – Historical Horse and Carriage “Legislation” 50 people

12:00 PM – Coalition of Taxi Drivers “Better Treatment from TLC” 100 people

FLONYC SCHEDULE

8:30 - 9:30 AM

10:30 - 12:30 PM

1:30 - 5:00 PM

6:15 - 9:00 PM

ATTEND 2016 STATE OF THE CITY ADDRESS

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [jfdc](#)
Subject: UPDATED MINI SCHEDULE - Thursday, February 4, 2016
Date: Thursday, February 04, 2016 6:02:12 AM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, February 4, 2016

WEATHER: Hi of 54. Low of 37. Mostly Cloudy
ATTIRE: Business

7:30 - 8:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:57 - 8:10 AM CALL IN INTERVIEW WITH EBRO ON HOT 97
Call-in #: [REDACTED]
Note: [REDACTED]

9:00 - 10:00 AM [REDACTED]
[REDACTED] [REDACTED]

10:30 - 11:00 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

10:30 - 11:00 AM NEWS WITH PETER

11:00 - 1:00 PM [REDACTED] PREP
Location: City Hall, The Mayor's Office

1:00 - 5:30 PM [REDACTED] [REDACTED]
Location: [REDACTED]

5:30 - 6:30 PM TRAVEL FROM CITY HALL TO LEHMAN COLLEGE, PERFORMING ARTS
CENTER, 250 BEDFORD PARK BLVD.
Travel Time: 1 Hr.
Car: [REDACTED]

6:30 - 9:00 PM STATE OF THE CITY ADDRESS
Location: Lehman College, Performing Arts Center, 250 Bedford Park

Blvd.

Staff Contact: Dan Gross
Telephone: [REDACTED]
Press Contact: Karen Hinton
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]
Podium: Yes
Press: Open

9:00PM – 9:30PM TRAVEL FROM LEHMAN COLLEGE TO GRACIE
MANSION

Travel Time: 30 Mins.
Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

11:00 AM – Historical Horse and Carriage “Legislation” 50 people

12:00 PM – Coalition of Taxi Drivers “Better Treatment from TLC” 100 people

FLONYC SCHEDULE

8:30 - 9:30 AM

[REDACTED]

10:30 - 12:30 PM

[REDACTED]

1:30 - 5:00 PM

[REDACTED]

6:15 - 9:00 PM

ATTEND 2016 STATE OF THE CITY ADDRESS

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Friday, February 5, 2016
Date: Thursday, February 04, 2016 8:32:23 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, February 5, 2016

WEATHER: Hi of 43. Low of 31 AM shower/Rain.
ATTIRE: Business
Note: [REDACTED].

7:30 - 8:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 mins.
Car: [REDACTED]

8:30 - 9:30 AM [REDACTED]
[REDACTED] [REDACTED]

10:00 - 10:30 AM TRAVEL FROM [REDACTED] TO 110 W 9th ST..
Travel Time: 30 mins
Car: [REDACTED]

10:00 - 10:30 AM [REDACTED]

10:30 - 12:00 PM [REDACTED]
Location: [REDACTED]
St, Brooklyn

Staff Contact: Marti Adams Baker
Telephone: [REDACTED]
Press Contact: Wiley Norvell
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

12:30 - 1:00 PM [REDACTED]
Location: [REDACTED]

1:00 - 6:30 PM [REDACTED]

Location: [REDACTED]

7:00 - 9:00 PM [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

10:00 AM – NYC Council Staff “Fare Pay for Staff” 150 people

11:00 AM – C/M Johnson “Tobacco Free Kids” 25 people

12:00 PM – Public Affairs “In Favor of Horse Carriage” 100 people

FLONYC SCHEDULE

10:00 - 12:00 PM [REDACTED]

1:30 - 2:30 PM THRIVENYC TOWN HALL WITH SENIORS AT DFTA'S SENIOR CENTER

3:00 - 3:20 PM [REDACTED]

3:20 - 3:30 PM PHONE INTERVIEW WITH 1010 WINS RE; SATURDAY'S BABY SHOWER KICK-OFF

3:30 - 4:30 PM MEETING WITH GABRIELLE FIALKOFF, PAUL GUNTHER, AND ROXANNE JOHN RE; GRACIE UPDATES

4:30 - 5:00 PM [REDACTED]

5:00 - 6:00 PM CGE MEETING WITH AZADEH KHALILI, MAYA WILEY, AND ROXANNE JOHN

:

6:00 - 7:00 PM [REDACTED]

7:00 - 9:00 PM [REDACTED]

From: [Hagelgans, Andrea](#)
To: [FLONYC; B](#)
Cc: [Walzak, Phil](#); [Blumm, Kate](#); [Wolfe, Emma](#); [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

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: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE- Saturday, February 06, 2016
Date: Friday, February 05, 2016 6:57:38 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, February 6, 2016

WEATHER: Hi of 44. Low of 34. Partly Cloudy
ATTIRE: Business
Note: [REDACTED]

8:30 - 9:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:30 AM [REDACTED]
[REDACTED] [REDACTED]

11:00 - 11:30 AM TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

11:00 – 11:30 AM NEWS WITH PETER

1:00 - 2:00 PM MEETING WITH RAMON MARTINEZ
Location: Gracie Mansion

2:00 - 2:30 PM CALL WITH MAYOR PEDUTO
Notes: [REDACTED]

2:30 - 3:00 PM PREP [REDACTED]
Location: Gracie Mansion

3:00 - 6:00 PM JUDICIAL INTERVIEWS - [REDACTED]
Location: Gracie Mansion
Site Contact: Jonathan Viguers
Telephone: [REDACTED]
Staff Contact: Maya Wiley
Telephone: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

1:00PM Friends of Animals "Cecil's Law" 50 people

FLONYC SCHEDULE

10:30 - 11:30 AM REMARKS AT CHILDREN'S CABINET NYC BABY SHOWER KICKOFF - "TALK TO YOUR BABY CAMPAIGN"

11:50 - 1:00 PM [REDACTED]

1:00 - 6:00 PM [REDACTED]

6:30 - 7:30 PM [REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#) ([REDACTED]); [jfdc](#)
Subject: MINI SCHEDULE -Sunday, February 7, 2016
Date: Friday, February 05, 2016 7:09:18 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, February 7, 2016

WEATHER: Hi of 47. Low of 35. Mostly Sunny
ATTIRE: Business
Note: [REDACTED]

9:00 - 9:30 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
10:00 - 11:00 AM	[REDACTED] [REDACTED] [REDACTED]
11:30 - 12:00 PM	TRAVEL FROM [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
11:30 - 12:00PM	[REDACTED] [REDACTED]
12:00 - 1:00 PM	[REDACTED] Location: [REDACTED]
1:00 - 1:30 PM	TRAVEL FROM [REDACTED] TO GRACIE MANSION Travel Time: 30 Mins Car: [REDACTED]
1:30 - 2:30 PM	[REDACTED] CALL Call In #: [REDACTED] Code: [REDACTED]
2:30 - 4:00 PM	DOWN Location: Gracie Mansion
4:00 - 5:00 PM	MEETING WITH WIN MCCORMACK Location: Gracie Mansion

5:00 - 6:30 PM

DOWN

Location:

Gracie Mansion

6:30 - 10:00 PM



CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

1:30 - 2:30 PM



CALL

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Monday, February 8, 2016
Date: Friday, February 05, 2016 7:16:11 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, February 8, 2016

WEATHER: Hi of 37. Low of 31. Cloudy
ATTIRE: Business

7:00 - 7:30 AM	TRAVEL [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
8:00 - 9:00 AM	[REDACTED] [REDACTED] [REDACTED]
9:30 - 10:00 AM	TRAVEL FROM [REDACTED] TO CITY HALL Travel Time: 30 Mins. Car: [REDACTED]
9:30 - 10:00 AM	NEWS WITH MONICA
10:00 - 11:00 AM	MEETING WITH TOM & EMMA Location: City Hall, The Mayor's Office
11:00 - 11:30 AM	PREP [REDACTED] Location: City Hall, The Mayor's Office
11:30 - 12:30 PM	BILL SIGNING Location: City Hall, The Blue Room
12:30 - 1:00 PM	[REDACTED] Location: [REDACTED] [REDACTED]
1:15 - 1:30 PM	TRAVEL FROM CITY HALL TO 62 MOTT STREET (AUDITORIUM IN BASEMENT) Travel Time: 15Mins. Car: [REDACTED]
1:30 - 2:00 PM	(T) ATTEND AS AN HONOREE TO THE CHINESE CONSOLIDATED BENEVOLENT ASSOCIATION (CCBA) 2016 LUNAR NEW YEAR CELEBRATION

Location: 62 Mott Street (Auditorium In Basement)

2:00 - 2:15 PM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 45 Mins.
Car: [REDACTED]

2:30 - 3:30 PM [REDACTED]
Location: [REDACTED]

3:30 - 4:00 PM MEETING WITH AUSTIN FINAN
Location: City Hall, The Mayor's Office

4:00 - 4:30 PM MEETING WITH MICHAEL WALROND
Location: City Hall, The Mayor's Office

4:30 - 5:00 PM [REDACTED] MEETING [REDACTED]
Location: City Hall, The Mayor's Office

5:00 - 6:00 PM [REDACTED]
Location: [REDACTED]

6:00 - 6:30 PM TRAVEL FROM CITY HALL TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

6:30 - 7:30 PM DRINKS WITH ERNIE LOGAN
Location: Gracie Mansion

7:30 - 9:00 PM [REDACTED] MEETING
Location: Gracie Mansion
Call In #: [REDACTED]
Code: [REDACTED]

11:30 - 12:30 AM HOPE COUNT VOLUNTEER TRAINING KICK-OFF WITH SEC. CASTRO
Location: PS 116, 210 E 33rd Street

CITY HALL STEPS PRESS CONFERENCES

10:00 AM New York Communities for Change "Wages" 25 people

FLONYC SCHEDULE

10:00 - 10:30 AM [REDACTED]
11:00 - 11:30 AM IN-STUDIO INTERVIEW WITH HUFFPOST LIVE ON THRIVENYC
2:00 - 3:00 PM MUSLIM COMMUNITY LEADERS TOWN HALL ON THRIVENYC

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#) [REDACTED] [jfdc](#)
Subject: UPDATED MINI SCHEDULE -Sunday, February 7, 2016
Date: Saturday, February 06, 2016 6:50:20 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, February 7, 2016

WEATHER: Hi of 47. Low of 36. Mostly Sunny
ATTIRE: Business
Note: [REDACTED]

9:00 - 9:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car : [REDACTED]

10:00 - 11:00 AM [REDACTED]
[REDACTED] [REDACTED]

11:30 - 12:00 PM TRAVEL [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

11:30 - 12:00 PM [REDACTED]

12:00 - 1:00 PM [REDACTED]
Location: [REDACTED]

1:00 - 1:30 PM TRAVEL FROM [REDACTED] TO CORNER OF WORTH STREET AND
CHURCH STREET
Travel Time: 30 Mins.
Car : [REDACTED]

1:00 - 1:30 PM [REDACTED] [REDACTED] CALL
Call In: [REDACTED]
Code: [REDACTED]

1:30 - 2:30 PM CRANE AVAIL (ON-TOPIC Q&A)
Location: Corner of Worth Street and Church Street
Staff Contact: Marti Adams Baker
Telephone: [REDACTED]
Press Contact: Wiley Norvell

Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

2:30 - 3:00 PM TRAVEL FROM CORNER OF WORTH STREET AND CHURCH STREET TO GRACIE MANSION

Travel Time: 30 Mins.

Car : [REDACTED]

3:00 - 4:00 PM [REDACTED] CALL

Call In: [REDACTED]

Code: [REDACTED]

4:00 - 5:00 PM MEETING WITH WIN MCCORMACK

Location: Gracie Mansion

5:00 - 6:30 PM

DOWN

Location: Gracie Mansion

6:30 - 10:00 PM

[REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

1:30 - 2:30 PM

MBDB [REDACTED] CALL

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: UPDATED MINI SCHEDULE - Monday, February 8, 2016
Date: Sunday, February 07, 2016 7:56:30 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, February 8, 2016

WEATHER: Hi of 37. Low of 39. Snow
ATTIRE: Business

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Time: 30 Mins.
Car: [REDACTED]

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 10:00 AM TRAVEL FROM [REDACTED] TO CITY HALL
Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:00 AM NEWS WITH MONICA

10:00 - 11:00 AM MEETING WITH TOM & EMMA
Location: City Hall, The Mayor's Office

11:00 - 11:30 AM PREP [REDACTED]
Location: City Hall, The Mayor's Office

11:30 - 12:30 PM BILL SIGNING AND PUBLIC HEARING FOR INTROS 632-B , 771-A, 957-A, 952-A, 49-A, 798-B, 1007, 1030-A
Location: City Hall, The Blue Room
Staff Contact: Jon Paul Lupo
Telephone: [REDACTED]
Press Contact: Contreras Raul
Telephone: [REDACTED]

12:30 - 1:00 PM [REDACTED]
Location: [REDACTED]

1:20 - 1:30 PM TRAVEL FROM CITY HALL TO 62 MOTT STREET (AUDITORIUM IN BASEMENT)

Time: 10 Mins.

Car: [REDACTED]

1:30 - 2:00 PM ATTEND AS AN HONOREE TO THE CHINESE CONSOLIDATED BENEVOLENT ASSOCIATION (CCBA) 2016 LUNAR NEW YEAR CELEBRATION

Location: 62 Mott Street (Auditorium In Basement)

Press Contact: Rosemary Boeglin

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

2:00 - 2:20 PM OFF-TOPIC PULL ASIDE GAGGLE

Location: Outside 62 Mott Street

2:20 - 2:30 PM TRAVEL FROM 62 MOTT STREET TO CITY HALL

Time: 10 Mins.

Car: [REDACTED]

2:30 - 3:00 PM

PREP [REDACTED]

Location: City Hall, The Mayor's Office

3:00 - 3:30 PM

INSIDE CITY HALL WITH ERROL LOUIS [REDACTED]

Location: City Hall, The Blue Room

3:30 - 4:00 PM

MEETING WITH AUSTIN FINAN

Location: City Hall, The Mayor's Office

4:00 - 4:30 PM

MEETING WITH MICHAEL WALROND

Location: City Hall, The Mayor's Office

4:30 - 5:00 PM

[REDACTED] MEETING [REDACTED]

Location: City Hall, The Mayor's Office

5:00 - 6:00 PM

[REDACTED]

Location: [REDACTED]

6:00 - 6:30 PM

TRAVEL FROM CITY HALL TO GRACIE MANSION

Time: 30 Mins.

Car: [REDACTED]

6:30 - 7:30 PM

DRINKS WITH ERNIE LOGAN

Location: Gracie Mansion

7:30 - 9:30 PM

[REDACTED] MEETING

Location: Gracie Mansion

Call In: [REDACTED]
Code: [REDACTED]

9:30 - 10:00 PM MEETING WITH PHIL
Location: Gracie Mansion

11:15 - 11:30 PM TRAVEL FROM GRACIE MANSION TO PS 116, 210 E 33RD STREET
Time: 15 Mins.
Car: [REDACTED]

11:30 - 12:30 AM HOPE COUNT VOLUNTEER TRAINING KICK-OFF WITH SEC. CASTRO (ON-
TOPIC GAGGLE)

Location: PS 116, 210 E 33rd Street
Staff Contact: Marti Adams Baker
Telephone: [REDACTED]
Press Contact: Karen Hinton
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

12:30 - 12:45 PM TRAVEL FROM GRACIE MANSION TO PS 116, 210 E 33RD STREET
Time: 15 Mins.
Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

10:00 AM New York Communities for Change "Wages" 25 people

FLONYC SCHEDULE

10:00 - 10:30 AM [REDACTED]
11:00 - 11:30 AM IN-STUDIO INTERVIEW WITH HUFFPOST LIVE ON THRIVENYC
2:00 - 3:00 PM MUSLIM COMMUNITY LEADERS TOWN HALL ON THRIVENYC

From: [Hagelgans, Andrea](#)
To: 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](#)

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.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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

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, 2016

How Chirlane McCray learned the limits of New York City's second-toughest job.

THE FIRST HALF *By Rachel Kaadzi Ghansah*

SUNDAY, FEBRUARY 14

ALSO IN THE MAGAZINE:

THIS SUNDAY, SRE-NONSEQUE

Is re nonseque offiendi
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 wrightah@nytimes.com.

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Tuesday, February 9, 2016
Date: Monday, February 08, 2016 7:08:08 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, February 9, 2016

WEATHER: Hi of 36. Low of 32. Cloudy
ATTIRE: Business

7:30 - 8:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car : [REDACTED]

8:30 - 9:30 AM [REDACTED]
[REDACTED] [REDACTED]

10:00 - 10:30 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

10:00 - 10:30 AM NEWS WITH PETER

10:30 - 11:30 AM MEETING WITH CLERGY ADVISORY COUNCIL
Location: City Hall, The Blue Room
Staff Contact: Harold Miller
Telephone: [REDACTED]

11:30 - 12:00 PM [REDACTED]
Location: [REDACTED]

12:00 - 12:30 PM [REDACTED] MEETING
Location: City Hall, The Blue Room
Site Contact: Sonam Velani
Telephone: [REDACTED]

12:30 - 12:45 PM TRAVEL FROM CITY HALL TO TBD
Travel Time: 15 Mins.
Car: [REDACTED]

12:45 - 2:00 PM LUNCH WITH FDM SHORRIS

Location: TBD

2:00 - 2:15 PM TRAVEL FROM TBD TO CITY HALL

Travel Time: 15 Mins.

Car: [REDACTED]

2:15 - 3:15 PM

[REDACTED]

Location: [REDACTED]

3:15 - 3:30 PM

[REDACTED]

Location: [REDACTED]

3:30 - 4:30 PM

[REDACTED]

Location: [REDACTED]

4:30 - 5:30 PM

[REDACTED]

Location: [REDACTED]

5:30 - 6:00 PM TRAVEL FROM CITY HALL TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

6:00 - 7:30 PM

DINNER WITH REV. SHARPTON AND MAGIC JOHNSON & FLONYC

Location: Gracie Mansion

8:00 - 9:00 PM

DRINKS WITH MORRIS MISSRY

Location: Gracie Mansion

CITY HALL STEPS PRESS CONFERENCES

8:00 AM AARP "Housing" 50 people

9:00 AM DC37 --"Housing" 50 people

10:00 AM Labor Union 32BJ "Housing" 100 people

11:00 AM Hotel Trades Council "Mayor's Housing Plan" 300 people

12:00 PM SCIU 1199 "Housing" 50 people

1:00 PM UFT "Housing" 50 people

2:00 PM Coalition for Asian American Children and Families "Intro 251 – Invisible No More" 150 people

FLONYC SCHEDULE

10:00 - 12:30 PM [REDACTED]

12:30 - 1:00 PM [REDACTED]

1:00 - 2:30 PM [REDACTED]

2:30 - 2:45 PM [REDACTED]

2:45 - 3:00 PM PHONE INTERVIEW WITH IRWINE CLARE, MOVING FORWARD BY IRIE JAM

RADIO

3:00 - 3:45 PM

████████ TOUCHBASE WITH ROXANNE JOHN

4:00 - 4:30 PM

STAFF MEETING

4:30 - 6:00 PM

████████

6:00 - 7:30 PM

DINNER WITH REV. AL SHARPTON, MAGIC JOHNSON, & MBDB

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Wednesday, February 10, 2016
Date: Tuesday, February 09, 2016 7:10:51 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, February 10, 2016

WEATHER: Hi of 41. Low of 27. AM Snow Showers
ATTIRE: Business

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 10:00 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:00 AM NEWS WITH PETER

10:00 - 12:00 PM [REDACTED] MEETING WITH CHANCELLOR
Location: City Hall, The Blue Room

12:00 - 12:30 PM [REDACTED]
Location: [REDACTED]

12:30 - 1:30 PM [REDACTED] BRIEFING
Location: City Hall, Blue Room

1:30 - 1:50 PM [REDACTED]
Location: [REDACTED]

1:50 - 2:00 PM TRAVEL FROM CITY HALL TO 1PP
Travel Time: 10 Mins.
Car: [REDACTED]

2:00 - 2:30 PM [REDACTED]

Location: 1PP - Joint Operations Center (2nd Floor)

2:30 - 4:00 PM
TOPIC)

COMPSTAT 2.0 UNVEILING AND TECH ANNOUNCEMENT AVAIL WITH PC (ON

Location: 1 Police Plaza, Joint Operations Center (2nd Floor)

Site Contact: Steve Davis / Peter Donald

Telephone: [REDACTED] / [REDACTED]

Staff Contact: Jerika Richardson

Telephone: [REDACTED]

Press Contact: Monica Klein

Telephone: [REDACTED]

Site Advance: Javon Coney

Telephone: [REDACTED]

Setup: Press Conference

Remarks: Prepared

Press: Open

4:00 - 4:10 PM

TRAVEL FROM 1PP TO CITY HALL

Travel Time: 10

Car: [REDACTED]

4:10 - 4:30 PM

[REDACTED]

Location: [REDACTED]

4:30 - 6:00 PM

[REDACTED] MEETING WITH PC

Location: City Hall, The Blue Room

6:00 - 7:00 PM

[REDACTED] BRIEFING

Location: City Hall, The Mayor's Office

7:00 - 7:30 PM

TRAVEL FROM CITY HALL TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

7:30 - 9:00 PM

DINNER WITH BP GALE BREWER

Location: Gracie Mansion

Setup: One-on-one meeting

Press: Closed

9:00 - 9:30 PM

[REDACTED]

Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

8:00 AM AARP "Housing" 50 people

9:00 AM DC37 "Housing" 50 people

10:00 AM	Labor Union 32BJ "Housing" 100 people
11:00 AM	Hotel Trades Council "Mayor's Housing Plan" 300 people
12:00 AM	SCIU 1199 "Housing" 50 people
1:00 PM	UFT "Housing" 50 people

FLONYC SCHEDULE

8:30 - 9:30 AM	[REDACTED]
10:15 - 11:15 AM	[REDACTED]
12:30 - 1:30 PM	[REDACTED]
1:30 - 4:30 PM	[REDACTED]
4:30 - 4:50 PM	[REDACTED]
5:15 - 6:00 PM	IN-PERSON TV INTERVIEW WITH ERNIE ANASTOS, FOXNEWS ON THRIVENYC
6:30 - 7:30 PM	[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Thursday, February 11, 2016
Date: Wednesday, February 10, 2016 7:33:53 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, February 11, 2016

WEATHER: Hi of 30. Low of 27. Partly Cloudy
ATTIRE: Business

9:30 - 10:00 AM TRAVEL FROM GRACIE MANSION TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:00 AM NEWS WITH PETER

10:00 - 10:30 AM WHITESPACE
Location: City Hall, The Mayor's Office

10:30 - 11:00 AM PREP [REDACTED]
Location: City Hall, The Mayor's Office

11:00 - 12:00 PM MEETING [REDACTED]
Location: City Hall, The Blue Room

12:30 - 1:00 PM MEETING WITH RACHEL & TOM
Location: City Hall, The Mayor's Office

1:00 - 2:00 PM [REDACTED]
Location: [REDACTED]

2:00 - 2:30 PM PREP [REDACTED]
Location: City Hall, The Mayor's Office

2:30 - 2:45 PM [REDACTED]
Location: [REDACTED]

3:00 - 3:30 PM REMARKS AT ZIKA ADVISORY COMMITTEE MEETING WITH DOHMH AND MEDICAL EXPERTS (NO Q&A)
Location: City Hall, The COW

Staff Contact: Marti Adams Baker
Telephone: [REDACTED]
Press Contact: Ishanee Parikh
Telephone: [REDACTED]

3:30 - 3:45 PM

[REDACTED]
Location:

3:45 - 4:00 PM

[REDACTED]
Location: City Hall, The Mayor's Office

4:00 - 4:30 PM

MEET & GREET WITH ITALIAN PRESIDENT SERGIO MATTARELLA
Location: City Hall, The Blue Room
Site Contact: Penny Abeywardena
Telephone: [REDACTED]
Press Contact: Amy Spitalnick
Telephone: [REDACTED]

4:30 - 4:45 PM

[REDACTED]
Location:

4:45 - 5:15 PM

MEETING WITH CM VINCENT GENTILE
Location: City Hall, The Mayor's Office

5:15 - 5:30 PM

PREP [REDACTED]
Location: City Hall, The Mayor's Office

5:30 - 6:00 PM

MEETING WITH ANTHONY WELLS
Location: City Hall, The Mayor's Office

6:00 - 7:00 PM

[REDACTED] BRIEFING
Location: City Hall, Governor's Room

7:00 - 7:15 PM

PREP [REDACTED]
Location: City Hall, The Mayor's Office

7:15 - 7:45 PM

LIVE INTERVIEW WITH CHRIS MATHEWS
Location: Blue Room

7:45 - 8:15 PM

TRAVEL FROM CITY HALL TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

8:15 - 9:00 PM

[REDACTED]
Location:

9:00 - 10:00 PM



CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

10:00 - 12:30 PM



12:30 - 1:15 PM



2:00 - 3:15 PM

VISIT "LEARNING TO WORK" PROGRAM AT SOUTH BROOKLYN COMMUNITY

HIGH SCHOOL

3:40 - 4:00 PM



4:00 - 4:30 PM

MEET & GREET WITH ITALIAN PRESIDENT SERGIO MATTARELLA & MBDB

4:30 - 5:30 PM



MEETING WITH DEPUTY MAYOR BUERY & DR.

BELKIN

6:00 - 8:15 PM



8:15 - 9:00 PM



9:00 - 10:00 PM



From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [jfdc](#); [Geri Prado](#) [REDACTED]
Subject: MINI SCHEDULE - Friday, February 12, 2016
Date: Thursday, February 11, 2016 6:43:01 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, February 12, 2016

WEATHER: Hi of 29. Low of 21. Mostly Cloudy
ATTIRE: Business

9:30 - 10:00 AM TRAVEL FROM GRACIE MANSION TO CITY HALL
Time: 30 Mins
Car: [REDACTED]

9:30 - 10:00 AM NEWS WITH MONICA

10:00 - 10:30 AM MEET MICHAEL COOPER AND ADELA CAPOVA
Location: City Hall, The Mayor's Office

10:30 - 11:00 AM PERFORM WEDDING OF MICHAEL COOPER – ADELA CAPOVA
Location: City Hall, The Blue Room
Staff Contact: Catherine Almonte
Telephone: [REDACTED]

11:00 - 11:30 AM PREP [REDACTED]
Location: City Hall, The Mayor's Office

11:45 - 12:00 PM TRAVEL FROM CITY HALL TO 356 8TH STREET, NYC
Time: 30 Mins.
Car: [REDACTED]

12:00 - 1:30 PM CONSTRUCTION SAFETY AVAIL (ON/OFF TOPIC)
Location: In front of 356 E. 8th Street, NYC

1:30 - 2:00 PM TRAVEL FROM 8TH STREET TO [REDACTED]
Time: 30 Mins.
Car: [REDACTED]

2:00 - 6:30 PM CALL TIME
Location: [REDACTED]

6:30 - 7:00 PM TRAVEL FROM [REDACTED] TO GRACIE MANSION

Time: 30 Mins.

Car: [REDACTED]

7:00 - 9:00 PM

[REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

8:00 - 10:15 AM

[REDACTED]

11:00 - 11:30 AM

REMARKS AT DOE'S RESPECT FOR ALL WEEK//NO ONE EATS ALONE

NATIONAL DAY EVENT

12:45 - 1:00 PM

[REDACTED]

1:00 - 1:10 PM

PHONE INTERVIEW WITH RITA COSBY, WABC ON THRIVENYC

1:10 - 1:30 PM

[REDACTED]

1:30 - 2:00 PM

CALL WITH U.S. JUSTICE SONIA SOTOMAYOR

2:15 - 3:15 PM

CGE COMMISSIONER LISTENING SESSION WITH MAYA WILEY

3:30 - 6:30 PM

[REDACTED]

7:00 - 9:00 PM

[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Saturday, February 13, 2016
Date: Friday, February 12, 2016 7:19:03 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, February 13, 2016

WEATHER: NYC: Hi of 19. Low of 5. Partly Cloudy
ALBANY: Hi of 9. Low of -8. Partly Cloudy
ATTIRE: Business

8:00 - 8:30 AM TRAVEL FROM GRACIE MANSION TO OEM - 165 CADMAN PLAZA EAST,
BROOKLYN

Time: 30 Mins
Car: [REDACTED]

8:30 - 9:00 AM

ON-SITE PREP [REDACTED]
Location: OEM - 165 Cadman Plaza East, Brooklyn
Staff Contact: Andrea Hagelgans
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

9:00 - 9:30 AM

REMARKS AT COLD WEATHER AVAIL (ON-TOPIC Q&A)
Location: OEM - 165 Cadman Plaza East, Brooklyn
Staff Contact: Andrea Hagelgans
Telephone: [REDACTED]
Press Contact: Wiley Norvell
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

9:30 - 11:30 AM

DEPART TO ALBANY
Times: 2 Hrs. 30 Mins
Car: [REDACTED]

9:45 - 10:00 AM [REDACTED]

Location: [REDACTED]

10:00 - 11:00 AM

[REDACTED] CALL
Call In: [REDACTED]

Code: [REDACTED]

11:00 - 12:00 PM CALL WITH EMMA & NATHAN

Call In: [REDACTED]

Code: [REDACTED]

12:00 - 1:00 PM REMARKS AT CAUCUS WEEKEND LABOR LUNCHEON (CO-CHAIRS: SENATOR PERALTA AND ASSEMBLY MEMBER PEOPLES-STOKES)

Location: Convention Center

2:00 - 2:30 PM MEETING WITH AM LUIS SEPULVEDA

Location: Legislative Office Building, Room 746

2:45 - 3:30 PM MEETING WITH SPEAKER HEASTIE

Location: Capitol Building, Room 349

3:45 - 4:15 PM MEETING WITH AM CRESPO

Location: Legislative Office Building, Room 454

4:30 - 5:00 PM MEETING WITH ASSEMBLYMAN AUBRY

Location: Legislative Office Building, Room 646

5:15 - 5:45 PM ATTEND SENATE DEMOCRATIC CONFERENCE RECEPTION

Location: Capitol Building, Room 315

6:00 - 6:30 PM ATTEND THE GEORGE BIDDLE KELLEY EDUCATION RECEPTION [REDACTED]

[REDACTED]

Location: Renaissance Albany Ballroom, 144 State St, Albany, NY

12207

7:00 - 7:30 PM ATTEND THE MWBE NETWORKING RECEPTION

Location: Albany Hilton Ballroom

7:30 - 9:00 PM DEPART FROM ALBANY TO GRACIE MANSION

Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

10:00 - 11:00 [REDACTED] CALL

11:20 - 11:45 AM REMARKS AT CONGREGATION KOLOT CHAYEINU

12:10 - 12:20 PM REMARKS AT KINGSBORO TEMPLE OF SEVENTH-DAY ADVENTISTS CHURCH

2:00 - 6:00 PM



6:00 - 7:00 PM



From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Sunday, February 14, 2016
Date: Friday, February 12, 2016 8:14:58 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, February 14, 2016

WEATHER: Hi of 20. Low of 13. Sunny
ATTIRE: Business

9:00 - 9:30 AM TRAVEL FROM GRACIE TO [REDACTED]
Car: [REDACTED]

10:00 - 11:00 AM [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]

11:30 - 12:00 PM TRAVEL FROM [REDACTED] TO TBD
Travel Time: 30 Mins.
Car: [REDACTED]

11:30 - 12:00 PM NEWS WITH PETER

12:00 - 12:30 PM [REDACTED]
Location: TBD

12:30 - 1:30 PM COLD WEATHER AVAIL (ON-TOPIC)
Location: TBD
Staff Contact: Andrea Hagelgans
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

1:30 - 2:00 PM TRAVEL FROM TBD TO GRACIE MANSION
Travel Time: 30 Mins
Car: [REDACTED]

2:00 - 2:30 PM [REDACTED]
Location: [REDACTED]

2:30 - 3:00 PM

[REDACTED]

Location:

[REDACTED]

3:00 - 4:30 PM

[REDACTED]

Location:

[REDACTED]

4:30 - 4:45 PM

CALL WITH ERNIE LOGAN

Note:

[REDACTED]

5:00 - 6:00 PM

DOWN

Location:

Gracie Mansion

6:00 - 9:00 PM

[REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

12:30 - 6:00 PM

[REDACTED]

6:00 - 9:00 PM

[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE -Monday, February 15, 2016
Date: Friday, February 12, 2016 8:25:46 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, February 15, 2016

WEATHER: NYC: Hi of 34. Low of 34. PM SNOW
ATTIRE: Business

8:00 - 8:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Time: 30 Mins.
Car: [REDACTED]

9:00 - 10:00 AM [REDACTED]

10:30 - 11:00 AM TRAVEL FROM [REDACTED] TO GRACIE MANSION
Time: 30 Mins.
Car: [REDACTED]

10:30 - 11:00 AM NEWS WITH PETER

11:00 - 2:00 PM DOWN
Location: Gracie Mansion

2:00 - 3:00 PM MEETING WITH STEPHAN ROBINSON REGARDING [REDACTED]
APPOINTMENT
Location: Gracie Mansion

3:00 - 3:30 PM [REDACTED]
Location: [REDACTED]

3:30 - 5:30 PM PREP [REDACTED]
BAY RIDGE
Location: Gracie Mansion

5:30 - 6:00 PM [REDACTED]
Location: [REDACTED]

6:00 - 7:00 PM REVIEW BLOCK SCHEDULE WITH FLONYC
Location: Gracie Mansion

7:00 - 8:30 PM

Location:

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

11:00 - 6:00 PM

6:00 - 7:00 PM

REVIEW BLOCK SCHEDULE WITH MBDB

7:00 - 8:30 PM

From: [Arslanian, Kayla](#)
To: [jfdc](#)
Subject: Article
Date: Saturday, February 13, 2016 3:07:06 PM

[REDACTED]

[REDACTED]

<http://www.thenation.com/article/how-populists-like-bernie-sanders-should-talk-about-racism/>

Sent from my iPhone

Begin forwarded message:

From: B <BCCD@cityhall.nyc.gov>
Date: February 13, 2016 at 7:49:15 AM EST
To: "Arslanian, Kayla" <KArslanian@cityhall.nyc.gov>
Subject: Fw: Checking in
Reply-To: B <BCCD@cityhall.nyc.gov>

<http://www.thenation.com/article/how-populists-like-bernie-sanders-should-talk-about-racism/>

From: [Caquias, Paula](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#) ([REDACTED]); [ifdc](#)
Subject: MINI SCHEDULE - Sunday, February 14, 2016
Date: Saturday, February 13, 2016 8:37:27 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, February 14, 2016

WEATHER: Hi of 20. Low of 13. Sunny
ATTIRE: Business
NOTE: [REDACTED]

10:00 - 10:30 AM TRAVEL FROM GRACIE TO [REDACTED]
Travel Time: 30 mins
Car: [REDACTED]

11:00 - 12:00 PM [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]

12:30 - 1:00 PM TRAVEL FROM [REDACTED] TO 2ND AVENUE & HOUSTON STREET
(MANHATTAN)
Travel Time: 30 mins
Car : [REDACTED]

12:30 - 1:00 PM [REDACTED]

1:00 - 1:35 PM SUBWAY HOMELESS OUTREACH
Location: 2nd Avenue & Houston Street (Enter Subway at First
Avenue end of the station)
Press Contact: Wiley Norvell
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

1:40 - 2:25 PM SUBWAY HOMELESS OUTREACH & COLD WEATHER AVAIL (ON-TOPIC Q&A)
Location: Broadway & Lafayette Street Station (Enter Subway at
Lafayette & Houston)
Staff Contact: Andrea Hagelgans
Telephone: [REDACTED]
Press Contact: Wiley Norvell

Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

2:30 - 3:00 PM [REDACTED]
Location: [REDACTED]

3:00 - 4:30 PM [REDACTED]
Location: [REDACTED]

4:30 - 4:45 PM CALL WITH ERNIE LOGAN
Location: YOU call Ernie on his cell at [REDACTED]

5:00 - 6:00 PM DOWN
Location: Gracie Mansion

6:00 - 9:00 PM [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No Scheduled Press Conference

FLONYC SCHEDULE

12:30 - 6:00 PM [REDACTED]
6:00 - 9:00 PM [REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Tuesday, February 16, 2016
Date: Monday, February 15, 2016 6:22:58 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, February 16, 2016

WEATHER: Hi of 50. Low of 37. PM Rain / Snow
ATTIRE: Business

8:00 - 8:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

8:00 - 8:30 AM [REDACTED]
Location: [REDACTED]

8:30 - 10:00 AM [REDACTED] [REDACTED]
Location: [REDACTED]

10:00 - 11:00 AM TRAVEL [REDACTED]
[REDACTED]
Travel Time: 1 Hr.
Car: [REDACTED]

10:00 - 10:30 AM NEWS WITH MONICA

10:30 - 11:00 AM [REDACTED] CALL [REDACTED]
Call In: [REDACTED]
Code: [REDACTED]

11:00 - 1:00 PM BQX AVAIL (ON/OFF TOPIC Q&A)
Location: Pioneer Works, 159 Pioneer Street, Red Hook
Staff Contact: Dan Gross
Telephone: [REDACTED]
Press Contact: Wiley Norvell
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

1:00 - 1:30 PM TRAVEL FROM BROOKLYN ARMY TERMINAL TO CITY HALL

Travel Time: 30 Mins.

Car: [REDACTED]

1:00 - 1:30 PM

CALL WITH PAUL KRUGMAN

Call In: [REDACTED]

Code: [REDACTED]

1:30 - 2:00 PM

MEETING WITH DM GLEN

Location: City Hall, The Mayor's Office

2:15 - 2:30 PM

[REDACTED]

Location: [REDACTED]

2:30 - 3:00 PM

[REDACTED]

Location: [REDACTED]

3:00 - 4:00 PM

[REDACTED]

Location: [REDACTED]

4:00 - 5:30 PM

[REDACTED]

Location: [REDACTED]

5:30 - 6:00 PM
BROOKLYN

TRAVEL FROM CITY HALL TO FT. HAMILTON HIGH SCHOOL, 8301 SHORE RD.,

Travel Time: 30 Mins.

Car: [REDACTED]

6:00 - 6:45 PM

ON-SITE PREP [REDACTED]

Location: Ft. Hamilton High School, 8301 Shore Rd., Brooklyn

7:00 - 9:00 PM

"WORKING FOR OUR NEIGHBORHOODS" TOWN HALL IN BAY RIDGE

Location: Ft. Hamilton High School, 8301 Shore Rd., Brooklyn

Staff Contact: Marti Adams Baker

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

9:00 - 9:45 PM

TRAVEL FROM TOWN HALL TO GRACIE MANSION

Travel Time: 45 Mins.

Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

TBD

FLONYC SCHEDULE

8:30 - 9:30 AM	
10:00 - 12:00 PM	
12:00 - 12:30 PM	
1:00 - 1:45 PM	VISIT NEWBORN HOME VISITING PROGRAM (NHVP) - DHS SHELTER
2:10 - 2:30 PM	
2:30 - 3:00 PM	
3:00 - 4:00 PM	
4:00 - 4:30 PM	
4:30 - 5:00 PM	
5:30 - 6:15 PM	VISIT COMUNILIFE INC. PEER-TO-PEER SUICIDE PREVENTION PROGRAM
WITH DR. ROSA M. GIL	

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Wednesday, February 17, 2016
Date: Tuesday, February 16, 2016 7:27:30 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, February 17, 2016

WEATHER: Hi of 46. Low of 29. Partly Cloudy
ATTIRE: Business
Note: [REDACTED]

8:15 - 8:30 AM TRAVEL FROM GRACIE MANSION TO 854 7TH AVENUE AT 55TH STREET
Travel Time: 15 Mins.
Car: [REDACTED]

8:30 - 9:30 AM REMARKS AT THE GRAND RE-OPENING CELEBRATION OF CARNEGIE DELI
Location: 854 7th Avenue, at 55th Street
Site Contact: Cristyne Nicholas / Shin-Jung Hong
Telephone: [REDACTED] / [REDACTED]
Press Contact: Rosemary Boeglin
Telephone: [REDACTED]
Site Advance: Andrew Schustek
Telephone: [REDACTED]

9:30 - 9:45 AM NEWS WITH MONICA

9:30 - 9:45 AM TRAVEL FROM 854 7TH AVENUE AT 55TH STREET TO 1PP
Travel Time: 15 Mins.
Car: [REDACTED]

9:45 - 10:15 AM ON-SITE P [REDACTED]
[REDACTED]
Location: 1PP , 14th floor- Police Commissioner's Office
Staff Contact: Jerika Richardson
Telephone: [REDACTED]
Press Contact: Monica Klein
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

10:15 - 10:50 AM ANTI TERROR FEDERAL FUNDING CUTS AVAIL WITH PC AND SENATOR
CHUCK SCHUMER (ON -TOPIC Q&A)

Location: 1PP - 2nd floor Press Room
Staff Contact: Jerika Richardson
Telephone: [REDACTED]
Press Contact: Monica Klein
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

10:50 - 11:00 AM TRAVEL FROM 1PP TO CITY HALL

Travel Time: 10 Mins.
Car: [REDACTED]

11:00 - 12:00 PM [REDACTED] MEETING WITH THE CHANCELLOR

Location: City Hall, The Blue Room

12:00 - 12:40 PM

PREP [REDACTED]

Location: City Hall, The Mayor's Office

12:40 - 1:00 PM
STREET, 8TH FLOOR

TRAVEL FROM CITY HALL TO INDUSTRY CITY IN SUNSET PARK, 168 39TH

Travel Time: 20 Mins.
Car : [REDACTED]

1:00 - 1:30 PM
Q&A)

REMARKS AT THE BROOKLYN NETS TRAINING FACILITY GRAND OPENING (NO

Brooklyn

Location: Industry City, Sunset Park, 168 39th Street, 8th Floor,

Site Contact: Mandy Gutman
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

1:30 - 2:00 PM

TRAVEL FROM 168 39TH STREET TO CITY HALL

Travel Time: 30 Mins.
Car: MBDB

2:00 - 2:30 PM

MEETING WITH TOM, HENRY, AND RACHEL RE: [REDACTED]

Location: City Hall, The Mayor's Office

2:30 - 3:30 PM

MEETING [REDACTED]

Location: City Hall, The Mayor's Office

3:30 - 4:00 PM

PREP [REDACTED]

Location: City Hall, The Mayor's Office

4:00 - 5:00 PM

COMMUNITY & ETHNIC MEDIA ROUNDTABLE WITH MMV

Location: City Hall, The Blue Room

Press Contact: Jessica Ramos

Telephone: [REDACTED]

5:20 - 5:30 PM

TRAVEL FROM CITY HALL TO PROVENZANO LANZA FUNERAL HOME, 43 2ND AVENUE BETWEEN 2ND & 3RD STREETS

Travel Time: 10 Mins.

Car: [REDACTED]

5:30 - 7:30 PM

ATTEND THE MEMORIAL SERVICE OF JOAN L. WASHINGTON WITH FLONYC

Location: Provenzano Lanza Funeral Home, 43 2nd Avenue between 2nd & 3rd Streets

7:30 - 8:00 PM

TRAVEL FROM 43 2ND AVENUE TO TBD

Travel Time: 10 Mins.

Car: [REDACTED]

8:00 - 9:00 PM

[REDACTED]
Location: [REDACTED]

9:00 - 9:30 PM

TRAVEL FROM TBD TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

11:00 AM – Make The Road NY “Housing” 100 people

12:00 PM – Educators 4 Excellence “School Funding” 25 people

1:00 PM – NY Taxi Workers Alliance “Livable Income” 200 people

FLONYC SCHEDULE

8:30 - 9:30 AM

[REDACTED]

10:00 - 10:45 AM

10:50 - 11:20 AM

BELKIN

11:30 - 11:45 AM

11:45 - 12:00 PM

12:00 - 12:30 PM

12:30 - 2:30 PM

[REDACTED]

[REDACTED]


LIVE PHONE INTERVIEW ON THE BRIAN LEHRER SHOW WITH DR. GARY BELKIN

[REDACTED]

PHONE INTERVIEW WITH ANNA MERLAN, JEZEBEL

LUNCH/[REDACTED] TOUCHBASE WITH ROXANNE JOHN

[REDACTED]

3:00 - 4:00 PM	ATTEND DKNY FALL 2016 FASHION SHOW
4:30 - 5:00 PM	BLACK HISTORY MONTH, JAZZ IMPROVISATION WITH YOUTH
5:30 - 7:30 PM	ATTEND THE MEMORIAL SERVICE OF JOAN L. WASHINGTON WITH MBDB
8:00 - 8:45 PM	

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#) ([REDACTED]); [jfdc](#)
Subject: MINI SCHEDULE- Thursday, February 18, 2016
Date: Wednesday, February 17, 2016 6:36:23 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, February 18, 2016

WEATHER: Hi of 37. Low of 25. Sunny
ATTIRE: Business

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Min.
Car : [REDACTED]

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 10:00 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:00 AM NEWS WITH PETER

10:00 - 11:00 AM [REDACTED] MEETING WITH PC
Location: City Hall, The Blue Room

11:00 - 11:30 AM [REDACTED]
Location: [REDACTED]

11:30 - 12:00 PM TRAVEL FROM CITY HALL TO 16TH & 3RD AVENUE, MANHATTAN
Travel Time: 30 Mins.
Car : [REDACTED]

11:30 - 12:00 PM [REDACTED] CALL [REDACTED]
Call In: [REDACTED]
Code: [REDACTED]

12:00 - 2:00 PM LINK NYC AVAIL (ON/OFF TOPIC Q&A)
Location: NW Corner of 16th Street & 3rd Avenue, Manhattan
Staff Contact: Marti Adams Baker
Telephone: [REDACTED]

Press Contact: Karen Hinton
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

2:00 - 2:30 PM TRAVEL FROM 16TH & 3RD TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

2:00 - 2:10 PM PHONE INTERVIEW WITH SUE CRAIG OF NYT RE: [REDACTED]
Location: YOU call [REDACTED].
Notes: [REDACTED]
[REDACTED]

2:30 - 3:30 PM [REDACTED] MEETING
Location: City Hall, The Blue Room

3:30 - 4:00 PM PREP [REDACTED]
[REDACTED]
Location: City Hall, The Mayor's Office

4:00 - 5:00 PM MEETING [REDACTED]
[REDACTED]
Location: City Hall, The Blue Room

5:00 - 5:45 PM [REDACTED]
Location: [REDACTED]

5:45 - 6:15 PM TRAVEL FROM CITY HALL TO THE GRADUATE CENTER, CUNY - 365 FIFTH AVENUE -PROSHANSKY AUDITORIUM
Travel Time: 30 Mins.
Car: [REDACTED]

6:15 - 8:15 PM INCOME INEQUALITY DISCUSSION WITH PAUL KRUGMAN ([REDACTED]
[REDACTED])
Location: The Graduate Center, CUNY - 365 Fifth Avenue - Proshansky
Auditorium

Staff Contact: Andrea Hagelgans
Telephone: [REDACTED]
Press Contact: Karen Hinton
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

8:15 - 8:30 PM TRAVEL FROM 365 5TH AVENUE TO NEW YORK HILTON, 1335 6TH AVENUE

Travel Time: 15 Mins.

Car:

8:30 - 9:00 PM

REMARKS AT THE ONE HUNDRED BLACK MEN 36TH ANNUAL BENEFIT GALA

Location: New York Hilton, 1335 6th Avenue

Site Contact: Mr. Jomo Bellard

Telephone:

Press Contact: Jerika Richardson

Telephone:

Site Advance: Stefan Grybauskas

Telephone:

9:00 - 9:15 PM

TRAVEL FROM NEW YORK HILTON, 1335 6TH AVENUE TO GRACIE MANSION

Travel Time: 15 Mins.

Car:

9:15 - 11:00 PM

CITY HALL STEPS PRESS CONFERENCES

10:00 AM – Parents for excellent Public Schools “Safety In Public Schools” 20 people

11:00 AM – Sierra Club “Off Shore Energy Rally” 125 people

12:00 PM – Faith In NY “Housing” 100 people

FLONYC SCHEDULE

10:50 - 11:30 AM

IN-PERSON INTERVIEW WITH TAMRON HALL, MSNBC ON THRIVENYC

12:00 - 1:00 PM

1:00 - 2:00 PM

CGE COMMISSIONER LISTENING SESSION

2:00 - 2:30 PM

2:30 - 4:15 PM

MAYOR'S FUND

4:15 - 5:30 PM

5:30 - 6:00 PM

6:30 - 7:00 PM

OPENING REMARKS AT "FOR THE LOVE OF FLINT" COLLECTION DRIVE KICK-

OFF

7:25 - 8:30 PM

REMARKS AT AUDRE LORDE'S BIRTHDAY CELEBRATION & BOOK LAUNCH

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#) ([REDACTED]); [jfdc](#)
Subject: MINI SCHEDULE - Friday, February 19, 2016
Date: Thursday, February 18, 2016 6:52:56 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, February 19, 2016

WEATHER: Hi of 38. Low of 35. Partly Cloudy
ATTIRE: Business

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

8:00 - 9:00 AM [REDACTED]

9:30 - 10:00 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:00 AM NEWS WITH MONICA

10:00 - 11:00 AM BILL SIGNING
Location: City Hall, The Blue Room
Staff Contact: Jon Paul Lupo
Telephone: [REDACTED]
Setup: Press Conference
Podium: Yes
Remarks: Prepared
Press: Open

11:00 - 11:15 AM MEETING WITH DICK DADEY OF CITIZENS UNION
Location: City Hall, The Mayor's Office

11:30 - 11:55 AM CALL IN INTERVIEW ON THE BRIAN LEHRER RADIO SHOW [REDACTED]
[REDACTED]
Notes: YOU Call [REDACTED]

12:00 - 12:15 PM 15 MINUTE IN PERSON TAPED INTERVIEW WITH COMMUNITY MATTERS'S
HOST LEON GOLDENBERG [REDACTED]
Location: City Hall, The Mayor's Office

Notes: [REDACTED]

12:15 - 12:30 PM 15 IN PERSON INTERVIEW WITH JILL JORGENSEN OF THE OBSERVER
REGARDING [REDACTED]

Location: City Hall, The Mayor's Office

12:30 - 1:00 PM TRAVEL FROM CITY HALL TO [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

12:35 - 12:45 PM 10 MINUTE TAPED RADIO INTERVIEW ON EFFECTIVE RADIO WITH HOST
BILL SAMUELS REGARDING [REDACTED]

Notes: YOU Call [REDACTED]

1:00 - 6:20 PM FLEX TIME: MEETINGS & CALL BLOCK

Location: [REDACTED]

6:20 - 6:30 PM CALL WITH MARTY SCHEINMAN

Notes: YOU call Marty on his cell at [REDACTED]

6:30 - 7:00 PM TRAVEL FROM [REDACTED] TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

6:45 - 7:00 PM CALL WITH LES MOONVES, CHAIRMAN, PRESIDENT, AND CEO OF CBS

Notes: YOU call Les at [REDACTED]

7:00 - 9:00 PM [REDACTED]
[REDACTED] [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

10:00 - 11:45 AM [REDACTED]

11:45 - 12:15 PM MEETING WITH ANDREA HAGELGANS

12:15 - 12:30 PM [REDACTED]

12:30 - 1:30 PM [REDACTED]

1:30 - 2:00 PM [REDACTED]

2:00 - 2:30 PM [REDACTED]

2:30 - 2:45 PM TV INTERVIEW WITH NBC 4 ON FOSTER CARE INITIATIVE

2:45 - 3:00 PM [REDACTED]

3:00 - 4:00 PM



4:00 - 5:00 PM



5:00 - 5:15 PM



SCHEDULING CALL

5:45 - 6:30 PM

ATTEND BLACK PORTRAITURE[S] II: IMAGING THE BLACK BODY & RE-

STAGING HISTORIES

7:00 - 9:00 PM



From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Saturday, February 20, 2016
Date: Friday, February 19, 2016 7:15:42 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, February 20, 2016

WEATHER: Hi of 58. Low of 43. Partly Cloudy
ATTIRE: Business

8:00 - 8:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

9:00 - 10:00 AM [REDACTED]
[REDACTED] [REDACTED]

10:30 - 11:00 AM TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car : [REDACTED]

10:30 - 11:00 AM NEWS WITH PETER

11:00 - 12:30 PM BRUNCH WITH AG SCHNEIDERMAN
Location: Gracie Mansion
Staff Contact: Jonathan Viguers
Telephone: [REDACTED]

12:30 - 1:00 PM [REDACTED]
Call In: [REDACTED]
Code: [REDACTED]

12:45 - 1:00 PM TRAVEL FROM CITY HALL TO [REDACTED]
[REDACTED]
Travel Time: 30 Mins.
Car : [REDACTED]

1:00 - 1:30 PM [REDACTED]
[REDACTED] [REDACTED]

1:30 - 1:45 PM TRAVEL FROM [REDACTED] TO [REDACTED]

GRACIE MANSION

Travel Time: 15 Mins.

Car : [REDACTED]

2:00 - 3:00 PM

[REDACTED]

Call In: [REDACTED]

Code: [REDACTED]

3:00 - 4:30 PM

[REDACTED]

MEETING

Location: Gracie Mansion

4:30 - 5:00 PM

[REDACTED]

Location: Gracie Mansion

5:00 - 8:00 PM

[REDACTED]

Location: [REDACTED]

Staff Contact: [REDACTED]

Telephone: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

11:00 - 12:00 PM

[REDACTED]

12:00 - 12:30 PM

[REDACTED]

12:30 - 1:00 PM

[REDACTED]

1:00 - 2:00 PM

[REDACTED]

2:00 - 3:00 PM

MBDB [REDACTED] CALL

3:00 - 6:00 PM

[REDACTED]

3:00 - 4:30 PM

[REDACTED]

6:00 - 7:00 PM

[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Sunday, February 21, 2016
Date: Friday, February 19, 2016 7:37:15 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, February 21, 2016

WEATHER: Hi of 54. Low of 36. Mostly Cloudy
ATTIRE: Business

8:00 - 8:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

9:00 - 10:00 AM [REDACTED]
[REDACTED] [REDACTED]

10:25 - 10:45 AM TRAVEL FROM [REDACTED] TO 212 TOMPKINS AVENUE, BROOKLYN
Travel Time: 30 Mins.
Car: [REDACTED]

10:45 - 11:30 AM REMARKS AT MT. PISGAH BAPTIST CHURCH
Location: 212 Tompkins Avenue, Brooklyn
Staff Contact: Harold Miller
Telephone: [REDACTED]
Press Contact: Rosemary Boeglin
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

11:30 - 11:40 AM TRAVEL FROM 212 TOMPKINS AVENUE, BROOKLYN TO 826 GREENE
AVENUE, BROOKLYN
Travel Time: 10 Mins.
Car: [REDACTED]

11:40 - 12:15 PM REMARKS AT ANTIOCH BAPTIST CHURCH
Location: 826 Greene Avenue, Brooklyn
Staff Contact: Harold Miller
Telephone: [REDACTED]
Press Contact: Rosemary Boeglin
Telephone: [REDACTED]

Site Advance: Javon Coney

Telephone: [REDACTED]

12:15 - 1:00 PM

TRAVEL FROM 826 GREENE AVENUE TO GRACIE MANSION

Travel Time: 45 Mins.

Car: [REDACTED]

12:30 - 1:00 PM

NEWS WITH MONICA

1:00 - 7:00 PM

DOWN

1:00 - 1:15 PM

CALL WITH STEVE SILBERSTEIN [REDACTED]

Note: [REDACTED]

7:00 - 9:00 PM

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

11:00 - 4:15 PM

4:45 - 5:15 PM

VISIT GOD'S BATTALION OF PRAYER CHURCH (EAST FLATBUSH)

5:45 - 7:00 PM

7:00 - 9:00 PM

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Monday, February 22, 2016
Date: Friday, February 19, 2016 7:43:26 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, February 22, 2016

WEATHER: Hi of 43. Low of 33. Partly Cloudy
ATTIRE: Business

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car : [REDACTED]

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 10:00 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car : [REDACTED]

9:30 - 10:00 AM NEWS WITH MONICA

10:00 - 11:00 AM MEETING WITH TOM
Location: City Hall, The Mayor's Office

11:00 - 12:00 PM [REDACTED] BRIEFING
Location: City Hall, The Blue Room

12:00 - 12:30 PM TRAVEL CITY HALL TO 500 19TH STREET, BROOKLYN
Travel Time: 30 Mins.
Car : [REDACTED]

12:00 - 12:30 PM PREP CALL FOR PRE-K AVAIL
Call In: [REDACTED]
Code: [REDACTED]

12:30 - 2:00 PM PRE-K ENROLLMENT AVAIL (ON/OFF TOPIC Q&A)
Location: Bishop Ford Pre-K, 500 19th Street, Brooklyn

2:00 - 2:30 PM TRAVEL FROM 500 19TH STREET, BROOKLYN TO CITY HALL

Travel Time: 30 Mins.

Car : [REDACTED]

2:00 - 2:15 PM (T) CALL WITH CHRIS LEHANE

2:30 - 3:30 PM

[REDACTED]
Location: [REDACTED]

3:30 - 4:00 PM

PREP [REDACTED]
Location: City Hall, The Mayor's Office

4:00 - 5:00 PM

MEETING WITH MIKE MULGREW
Location: City Hall, The Mayor's Office

5:00 - 5:30 PM

[REDACTED]
Location: [REDACTED]

5:30 - 6:30 PM

[REDACTED]
Location: [REDACTED]

6:30 - 7:00 PM

MEETING WITH ARELIS HERNANDEZ
Location: City Hall, The Mayor's Office

7:00 - 7:30 PM

MEETING WITH BOB LINN/[REDACTED]
Location: City Hall, The Mayor's Office

7:30 - 8:00 PM

CALL WITH STEVE NISLICK AND WENDY NEU
Dial-In: [REDACTED]
Passcode: [REDACTED]

7:30 - 8:00 PM

TRAVEL FROM CITY HALL TO GRACIE MANSION
Travel Time: 30 Mins.
Car : [REDACTED]

8:00 - 9:00 PM

[REDACTED]
Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

10:15 - 11:15 AM

[REDACTED]

11:15 - 12:00 PM

WHITESPACE

12:00 - 12:30 PM



1:00 - 2:00 PM

CGE MEETING (CITY HALL)

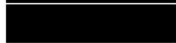
2:00 - 2:30 PM



2:30 - 3:30 PM



4:00 - 6:00 PM



6:00 - 7:00 PM

AFRICAN AMERICAN HISTORY THROUGH ART (GRACIE MANSION)

7:00 - 8:00 PM



8:00 - 9:00 PM



From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Monday, February 22, 2016
Date: Sunday, February 21, 2016 8:07:24 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK

WEATHER: Hi of 49. Low of 34. Mostly Sunny
ATTIRE: Business

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 10:00 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:00 AM NEWS WITH MONICA

10:00 - 11:00 AM MEETING WITH TOM SNYDER
Location: City Hall, The Mayor's Office

11:00 - 12:00 PM [REDACTED] BRIEFING
Location: City Hall, The Blue Room
Setup: Roundtable meeting
Press: Closed
Notes: [REDACTED]

12:00 - 12:30 PM TRAVEL CITY HALL TO 500 19TH STREET, BROOKLYN
Travel Time: 30 Mins.
Car: [REDACTED]

12:00 - 12:30 PM [REDACTED] CALL [REDACTED]
Call In: [REDACTED]
Code: [REDACTED]

12:30 - 2:00 PM PRE-K ENROLLMENT AVAIL (ON/OFF TOPIC Q&A)
Location: Bishop Ford Pre-K, 500 19th Street, Brooklyn (Room 279

“The Movement Room”)

Staff Contact: Jessica Ramos
Telephone: [REDACTED]
Press Contact: Wiley Norvell
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

2:00 - 2:30 PM TRAVEL FROM 500 19TH STREET, BROOKLYN TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

2:00 - 2:15 PM CALL WITH EMMA [REDACTED]
Notes: [REDACTED]

2:15 - 2:30 PM CALL WITH CHRIS LEHANE
Notes: [REDACTED]

2:30 - 3:30 PM [REDACTED]
Location: [REDACTED]

3:30 - 4:00 PM PREP [REDACTED]
Location: City Hall, The Mayor's Office

4:00 - 5:00 PM MEETING WITH MIKE MULGREW
Location: City Hall, The Mayor's Office

5:00 - 5:30 PM [REDACTED]
Location: [REDACTED]

5:30 - 6:30 PM [REDACTED]
Location: [REDACTED]

6:30 - 7:00 PM MEETING WITH ARELIS HERNANDEZ
Location: City Hall, The Mayor's Office

7:00 - 7:30 PM MEETING WITH BOB LINN, [REDACTED]
Location: City Hall, The Mayor's Office

7:30 - 8:00 PM CALL WITH STEVE NISLICK AND WENDY NEU
Dial-In: [REDACTED]
Passcode: [REDACTED]

7:30 - 8:00 PM TRAVEL FROM CITY HALL TO GRACIE MANSION
Travel Time: 30 Mins.

Car: [REDACTED]

8:00 - 9:00 PM [REDACTED]
Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No Scheduled Press Conference

FLONYC SCHEDULE

10:15 - 11:15 AM	[REDACTED]
11:15 - 12:00 PM	[REDACTED]
12:00 - 12:30 PM	[REDACTED]
1:00 - 2:00 PM	CGE MEETING
2:00 - 2:30 PM	[REDACTED]
2:30 - 3:30 PM	[REDACTED]
4:00 - 6:00 PM	[REDACTED]
6:00 - 7:00 PM	REIMAGINING BLACK HISTORY THROUGH ART
7:00 - 8:00 PM	[REDACTED]
8:00 - 9:00 PM	[REDACTED]

From: [O'Brien, Kevin](#)
To: [B; Geri](#)
Cc: [Adrianne Marsh](#); [Snyder, Thomas](#); [jfdc](#); [Jacob Sittig](#)
Subject: RE: Oregon minimum wage will be highest in the nation
Date: Monday, February 22, 2016 5:55:58 PM

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

From: B
Sent: Monday, February 22, 2016 5:54 PM
To: Geri
Cc: O'Brien, Kevin; Adrianne Marsh; Snyder, Thomas; jfdc; Jacob Sittig
Subject: Re: Oregon minimum wage will be highest in the nation

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

From: Geri Prado <geri@progressiveagenda.us>
Date: Mon, 22 Feb 2016 15:49:32
To: Bill de Blasio <BCCD@cityhall.nyc.gov>
Cc: O'Brien, Kevin <KOBrien@cityhall.nyc.gov>; Adrianne Marsh <adrianne@marshstrategies.com>; Tom Snyder <TSnyder@cityhall.nyc.gov>; John Del Cecato <jfdc@akpdmedia.com>; Jacob Sittig <jsittig@bpimedia.com>
Subject: Re: Oregon minimum wage will be highest in the nation

> On Feb 22, 2016, at 3:44 PM, B <BCCD@cityhall.nyc.gov> wrote:

>

>

>

>

>

> -----Original Message-----

> From: "O'Brien, Kevin" <KOBrien@cityhall.nyc.gov>

> Date: Mon, 22 Feb 2016 19:50:13

> To: B <BCCD@cityhall.nyc.gov>; Geri <geri@progressiveagenda.us>

> Cc: Adrianne Marsh <adrianne@marshstrategies.com>; Snyder,

> Thomas <TSnyder@cityhall.nyc.gov>; jfdc <jfdc@akpdmedia.com>; Jacob

> Sittig <jsittig@bpimedia.com>

> Subject: RE: Oregon minimum wage will be highest in the nation

>

>

> -----Original Message-----

> From: Bill de Blasio [[mailto:](#)]

> Sent: Monday, February 22, 2016 2:26 PM

> To: Geri

> Cc: Adrianne Marsh; Snyder, Thomas; jfdc; Jacob Sittig; O'Brien, Kevin

> Subject: Re: Oregon minimum wage will be highest in the nation

>

>

>

>

>

> -----Original Message-----

> From: Geri Prado <geri@progressiveagenda.us>

> Date: Mon, 22 Feb 2016 14:23:00

> To: Bill de Blasio <[REDACTED]>

> Cc: Adrienne Marsh <adrienne@marshstrategies.com>; Tom

> Snyder <TSnyder@cityhall.nyc.gov>; John Del Cecato <jfdc@akpdmmedia.com>;

> Jacob Sittig <jsittig@bpimedia.com>; O'Brien,

> Kevin <KOBrien@cityhall.nyc.gov>

> Subject: Oregon minimum wage will be highest in the nation

>

> <https://www.good.is/articles/oregon-raises-minimum-wage?platform=hootsuite>

> uite

>

> Oregon's New Minimum Wage Will Be the Highest in the Nation

>

> On Thursday, Oregon set a national precedent, passing a bill that will raise its minimum wage to the highest in the country. The plan employs a novel three-tier system that addresses the cost of living in different geographic regions of the state.

> The Guardian

> <[http://www.theguardian.com/us-news/2016/feb/18/oregon-house-proposal-](http://www.theguardian.com/us-news/2016/feb/18/oregon-house-proposal-minimum-wage-tiered-system)

> minimum-wage-tiered-system> reports that the legislation will

> gradually raise the wage rate over the next six years and set

> different standards within the state depending on a region's size and

> prosperity. In a major city like Portland, the rate will jump to

> \$14.75 an hour, while smaller cities will increase their rate to

> \$13.50, and rural areas will raise their rate to \$12.50. Oregon's

> current minimum wage, \$9.25 an hour, is already one of the nation's

> highest, making the new proposal one of the boldest advancements in

> the country so far. (In May, Los Angeles voted to raise the city's

> minimum wage to \$15 by 2020.)

>

> "Oregon has always been at the forefront of new ideas in the country. We were the first to actually have a minimum wage," Congressman Paul Holvey, a Democrat, said. "We're trying to move people to where they can reach closer to that self-sufficiency."

>

> Objections from Republicans <<http://www.ktvz.com/news/reaction-pours-in-to-oregon-minimum-wage-hike/38077090>> in the Oregon Senate echo those voiced around the country: that rising labor costs will force employers to make difficult financial decisions, such as reducing hours and laying off employees. But that will be unlikely, considering the plan's emphasis on gradual, accommodating change.

>

> The federal minimum is a measly \$7.25 an hour—a rate that many argue

> is no longer enough to survive in the United States. More than a dozen

> other states have already raised their minimum wages. Now Oregon has

> introduced a new model of alleviating economic disparity that can be

> replicated in states where the minimum wage issue is now under debate

> <winmail.dat>

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Tuesday, February 23, 2016
Date: Monday, February 22, 2016 6:57:29 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, February 23, 2016

WEATHER: Hi of 42. Low of 36. Rain
ATTIRE: Business
Notes: [REDACTED].

8:00 - 8:30 AM **PREP** [REDACTED]
Location: **Gracie Mansion, Peach Room**
Staff Contact: **Emma Wolfe**
Telephone: [REDACTED]

8:30 - 10:00 AM LABOR BREAKFAST
Location: Gracie Mansion
Staff Contact: Emma Wolfe
Telephone: [REDACTED]

10:00 - 10:30 AM TRAVEL FROM GRACIE MANSION TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

10:00 - 10:30 AM NEWS WITH PETER

10:30 - 11:00 AM **PREP** [REDACTED]
Location: City Hall, The Mayor's Office

11:00 - 12:00 PM MEETING WITH ROBERT TROELLER, PRESIDENT LOCAL 891, OPERATING
ENGINEERS
Location: City Hall, The Mayor's Office

12:00 - 12:15 PM [REDACTED]
Location: [REDACTED]

12:15 - 12:30 PM TRAVEL FROM CITY HALL TO 1PP
Travel Time: 15 Mins.
Car: [REDACTED]

12:30 - 1:00 PM	ON-SITE PREP [REDACTED] Location: 1 Police Plaza, 14th floor
1:00 - 2:00 PM	REMARKS AT COMPSTAT 2.0 AVAIL WITH PC (ON TOPIC Q&A) Location: 1 Police Plaza, Joint Operations Center (2nd Floor) Site Contact: Peter Donald Telephone: [REDACTED] Staff Contact: Jerika Richardson Telephone: [REDACTED] Press Contact: Monica Klein Telephone: [REDACTED] Site Advance: Stefan Grybauskas Telephone: [REDACTED] Note: Press Conference is on NYPD CompStat 2.0 & Smartphones Update .
2:00 - 2:10 PM	TRAVEL FROM 1PP TO CITY HALL Travel Time: 10 Mins. Car: [REDACTED]
2:10 - 3:00 PM	[REDACTED] Location: [REDACTED]
3:00 - 4:00 PM	[REDACTED] MEETING Location: City Hall, The Governors Room
4:00 - 4:30 PM CANADA	MEET & GREET WITH CHRYSTIA FREELAND, MINISTER OF TRADE OF Location: City Hall, The Mayor's Office Staff Contact: Penny Abeywardena Telephone: [REDACTED] Notes: [REDACTED]
[REDACTED]	
4:30 - 5:00 PM	[REDACTED] Location: [REDACTED]
5:00 - 5:30 PM	[REDACTED] Location: [REDACTED]
5:30 - 6:00 PM	SENIOR HOUSING TTH Location: City Hall, The Green Room Staff Contact: Rick Fromberg Telephone: [REDACTED]
6:00 - 6:30 PM	TRAVEL FROM CITY HALL TO GRACIE MANSION

Travel Time: 30 Mins.

Car :

6:15 - 6:30 PM

Location:

6:30 - 8:00 PM

MEETING

Location:

Gracie Mansion

8:00 - 9:30 PM

Location:

CITY HALL STEPS PRESS CONFERENCES

12:00PM – C/M Crowley “EMS Response Times” 25 people

FLONYC SCHEDULE

10:00 - 11:00 AM

11:00 - 12:00 PM

12:00 - 12:30 PM

12:30 - 12:45 PM

1:15 - 1:30 PM

1:30 - 2:00 PM

2:00 - 3:00 PM

QUARTERLY MENTAL HEALTH COUNCIL MEETING WITH DM RICHARD BUERY

3:00 - 3:30 PM

3:30 - 4:30 PM

JEWISH COMMUNITY PRESS CONVERSATION

5:00 - 6:00 PM

6:00 - 6:30 PM

6:30 - 8:00 PM

MEETING WITH MBDB

From: [O'Brien, Kevin](#)
To: [B; Geri; Snyder, Thomas; Adrienne Marsh; Jacob Sittig; jfdc](#)
Subject: Oregon Min Wage Tweet
Date: Monday, February 22, 2016 10:00:59 PM

<https://mobile.twitter.com/BilldeBlasio/status/701917212555288576>

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [ifdc](#); [Geri Prado](#)
Subject: MINI SCHEDULE - Wednesday, February 24, 2016
Date: Tuesday, February 23, 2016 6:47:49 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK

Wednesday, February 24, 2016

WEATHER: Hi of 53. Low of 51. Rain/Wind
ATTIRE: Business

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 9:40 AM TRAVEL [REDACTED]
[REDACTED]
Travel Time: 10 Mins.
Car: [REDACTED]

9:40 - 10:00 AM SHIVA VISIT FOR MRS. CHAYA HELLMAN, MOTHER OF MOSHE HELLMAN
Location: [REDACTED], Brooklyn NY
Attendees: [REDACTED]
Staff Contact: Avi Fink
Telephone: [REDACTED]
Setup: [REDACTED]
[REDACTED]
Press: Closed

10:00 - 10:30 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

10:00 - 10:30 AM NEWS WITH PETER

10:30 - 12:30 PM [REDACTED] MEETING WITH THE CHANCELLOR
Location: City Hall, The Blue Room

12:30 - 1:00 PM PREP [REDACTED]

	Location: City Hall, The Mayor's Office
1:00 - 1:30 PM	TRAVEL FROM CITY HALL TO 620 EIGHTH AVENUE VIA THE SUBWAY Travel Time: 30 Mins. Subway: [REDACTED]
1:30 - 3:00 PM	MEETING WITH NY TIMES ED BOARD & WRITERS Location: 620 Eighth Avenue, 16th Floor – Board Room
3:00 - 3:30 PM	TRAVEL FROM 620 EIGHTH AVENUE TO CITY HALL VIA SUBWAY Travel Time: 30 Mins. Subway: [REDACTED]
3:30 - 4:00 PM	MEETING WITH DM BUERY Location: City Hall, The Mayor's Office
4:00 - 4:15 PM	[REDACTED] Location: [REDACTED]
4:15 - 4:30 PM	PREP [REDACTED] Location: City Hall, The Mayor's Office
4:30 - 5:30 PM	MEETING WITH SPEAKER MELISSA MARK VIVERITO Location: City Hall, The Mayor's Office
5:30 - 6:00 PM	TRAVEL FROM CITY HALL TO GRACIE MANSION Travel Time: 30 Mins. Car: [REDACTED]
5:45 - 5:55 PM	10 MINUTE CALL WITH NYS ED COMMISSIONER MARY ELLEN ELIA Location: YOU call her on her cell at [REDACTED]
6:00 - 6:30 PM	PREP [REDACTED] Location: Gracie Mansion
6:30 - 9:00 PM	MAYOR'S FUND BUSINESS LEADERS DINNER WITH FLONYC Location: Gracie Mansion Site Contact: Catherine Almonte / Jonathan Viguers Telephone: [REDACTED] / [REDACTED] Staff Contact: Gabrielle Fialkoff Telephone: [REDACTED] Setup: Cocktail reception, followed by seated dinner and Program
9:00 - 9:30 PM	MEETING WITH PETER RAGONE Location: Gracie Mansion

CITY HALL STEPS PRESS CONFERENCES

10:00 AM – C/M Rodriguez “Simultaneous Translations for Public Meetings” 20 people

11:00 AM – C/M Williams “Summer Youth Jobs” 50 people

FLONYC SCHEDULE

9:00 - 12:30 PM AFRICAN AMERICAN CLERGY BREAKFAST ON THRIVENYC: HEALING OUR COMMUNITIES

12:30 - 1:15 PM

1:15 - 1:30 PM RECORD HOMELESSNESS VOICE OVER AUDIO

1:30 - 6:00 PM

6:00 - 6:30 PM

6:30 - 9:00 PM MAYOR'S FUND BUSINESS LEADERS DINNER WITH MBDB

From: [Salazar-Rodriguez, Prisca](#)
To: [B](#)
Cc: [jfdc](#); [Snyder, Thomas](#); [O'Brien, Kevin](#)
Subject: RE: From robert to Bill re gun premier/ and first lady
Date: Wednesday, February 24, 2016 4:39:23 PM

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

From: B
Sent: Wednesday, February 24, 2016 4:37 PM
To: Salazar-Rodriguez, Prisca
Cc: jfdc; Snyder, Thomas; O'Brien, Kevin
Subject: Fw: From robert to Bill re gun premier/ and first lady

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

From: Robert Greenwald
To: [REDACTED]
Subject: From robert to Bill re gun premier/ and first lady
Sent: Feb 24, 2016 4:32 PM

Hi Bill

Very glad we are doing premier in NYC of MAKING A KILLING:GUNS, GREED AND NRA!

All set with your staff for March 16....

I would like to invite the first lady. What is best way to do this?

The film has very significant focus on mothers and gun violence from domestic violence to suicide to south side of Chicago mothers whose children shot.

See links below for you and first lady
Let me know best way to invite her

Warmest. robert

Main Trailer:

<http://qlnk.io/ql/56ce1e1ee4b094d1c67f38ee>

—

Trafficking Trailer: -CHICAGO/GUN TRAFFICKING

<http://qlnk.io/ql/56ce19f8e4b094d1c67f38b3>

DV Press Trailer v1: -DOMESTIC VIOLENCE

<http://qlnk.io/ql/56ce1a11e4b094d1c67f38b7>

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Thursday, February 25, 2016
Date: Wednesday, February 24, 2016 6:36:33 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, February 25, 2016

WEATHER: Hi of 52. Low of 33. Mostly Cloudy
ATTIRE: Business

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 10:00 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:00 AM NEWS WITH PETER

10:00 - 10:15 AM PREP [REDACTED]
Location: City Hall, The Mayor's Office

10:15 - 10:50 AM MEETING WITH KUBA BROWN, OF LOCAL 94, OPERATING ENGINEERS
Location: City Hall, The Mayor's Office

10:50 - 11:00 AM TRAVEL FROM CITY HALL TO 31 CHAMBERS STREET
Travel Time: 10 Mins.
Car: [REDACTED]

11:00 - 12:30 PM BILL HEARING AND SIGNING FOR INTRO 1054
Location: 31 Chambers Street
Staff Contact: Jon Paul Lupo
Telephone: [REDACTED]
Press Contact: Raul Contreras
Telephone: [REDACTED]
Site Advance: Javon Coney

Telephone: [REDACTED]
Podium: Yes
Remarks: Prepared
Press: Open

12:30 - 12:40 PM TRAVEL FROM 31 CHAMBERS STREET TO CITY HALL

Travel Time: 10 Mins.

Car: [REDACTED]

12:45 - 1:00 PM

[REDACTED]
Location: [REDACTED]

1:00 - 1:30 PM

[REDACTED]
Call In: [REDACTED]
Code: [REDACTED]

1:00 - 1:30 PM

TRAVEL FROM CITY HALL TO ALEXANDRIA CENTER: 450 EAST 29TH STREET

Travel Time: 30 Mins.

Car: [REDACTED]

1:30 - 2:15 PM

REMARKS AT THE ANNUAL ROBIN HOOD BOARD FOUNDATION RETREAT

Location: Alexandria Center: 450 East 29th Street- 2nd floor, room 207

Site Contact: Jessica Schumer

Telephone: [REDACTED]

Staff Contact: Gabrielle Fialkoff

Telephone: [REDACTED]

Setup: YOU will give remarks followed by Q&A. Round Table

meeting

Press: Closed

2:15 - 2:45 PM

TRAVEL FROM ALEXANDRIA CENTER: 450 EAST 29TH STREET TO CITY HALL

Travel Time: 30 Mins.

Car: [REDACTED]

3:00 - 3:15 PM

PREP [REDACTED]

Location: City Hall, The Mayor's Office

2:45 - 3:00 PM

[REDACTED]
Location: [REDACTED]

3:15 - 4:15 PM

RETIREMENT SECURITY AVAIL (ON/OFF TOPIC Q&A)

Location: City Hall Rotunda

Press Contact: Amy Spitalnick
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

4:30 - 5:30 PM

[REDACTED]
Location: [REDACTED]

5:30 - 6:00 PM

TRAVEL FROM CITY HALL TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

5:45 - 6:00 PM
HOUSING

10 MINUTE PHONE INTERVIEW WITH AARP MAGAZINE REGARDING SENIOR

Notes: [REDACTED]
Staff Contact: Rick Fromberg
Telephone: [REDACTED]
Press Contact: Wiley Norvell
Telephone: [REDACTED]

6:00 - 7:30 PM

[REDACTED] MEETING
Location: Gracie Mansion - Call In: [REDACTED] Code: [REDACTED]

7:45 - 8:00 PM

TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 15 Mins.
Car: [REDACTED]

8:00 - 9:30 PM

[REDACTED]
Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

9:00 AM – Parents for Excellent Schools “Public Schools” 20 people
10:00 AM – N.Y. Communities for Change “Education” 25 people
11:00 AM – NY Communities for Change “Housing” 30 people
12:00 PM – Air BNB “Home Sharing” 100 people

FLONYC SCHEDULE

8:00 - 9:30 AM [REDACTED]
10:00 - 11:00 AM [REDACTED]
11:30 - 4:45 PM [REDACTED]
12:00 - 12:30 PM [REDACTED]
5:30 - 6:30 PM [REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Friday, February 26, 2016
Date: Thursday, February 25, 2016 9:02:59 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, February 26, 2016

WEATHER: Hi of 39. Low of 27. Sunny/Wind
ATTIRE: Business

7:00 - 7:30 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
8:00 - 9:00 AM	[REDACTED] [REDACTED] [REDACTED]
9:30 - 10:00 AM	TRAVEL FROM [REDACTED] TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
9:30 - 10:00 AM	NEWS WITH MONICA
10:00 - 11:30 AM	[REDACTED] Note: [REDACTED]
11:30 - 7:00 PM	FLEX TIME: MEETINGS & CALL BLOCK Location: [REDACTED]
7:00 - 8:30 PM	(T) DINNER WITH BARBARA BOWEN Location: Bar Toto

CITY HALL STEPS PRESS CONFERENCES
12:00 PM VOCAL NY "HIV & Homeless" 50 people

FLONYC SCHEDULE
No schedule

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Saturday, February 27, 2016
Date: Friday, February 26, 2016 6:30:08 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, February 27, 2016

WEATHER: Hi of 45. Low of 36. Sunny
ATTIRE: Business
Note: [REDACTED].

8:00 - 8:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

9:00 - 10:00 AM [REDACTED]
[REDACTED] [REDACTED]

10:30 - 11:00 AM TRAVEL FROM [REDACTED] TO 613 NOSTRAND AVE, BROOKLYN
Travel Time: [REDACTED]

10:30 - 11:00 AM NEWS WITH PETER

11:00 - 1:00 PM RETAIL BLITZ [REDACTED]
Location: Meet at Chris Restaurant, 613 Nostrand Ave, Brooklyn
Press Contact: Wiley Norvell
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]
Press: Open

1:00 - 1:30 PM TRAVEL 613 NOSTRAND AVE, BROOKLYN TO GRACIE MANSION
Travel Time: [REDACTED]

1:30 - 2:30 PM [REDACTED] CALL
Call In: [REDACTED]
Code: [REDACTED]

2:30 - 3:30 PM CALL WITH EMMA & NATHAN
Call In: [REDACTED]
Code: [REDACTED]

3:30 - 4:30 PM	MEETING [REDACTED] Location: Gracie Mansion
4:30 - 6:00 PM	PREP [REDACTED] Location: Gracie Mansion
6:00 - 6:30 PM	TRAVEL FROM GRACIE MANSION TO 25 WEST 18TH STREET Travel Time: 30 Mins. Car: [REDACTED]
6:30 - 7:00 PM CEREMONY	REMARKS AT 32BJ SEIU BLACK HISTORY MONTH CELEBRATION & AWARDS Location: 25 West 18th Street, 5th Floor Staff Contact: Gabriel Schnake-Mahl Telephone: [REDACTED] Site Advance: Stefan Grybauskas Telephone: [REDACTED] Podium: Yes Remarks: Prepared Press: Closed
7:00 - 7:45 PM AVENUE, STATEN ISLAND	TRAVEL FROM 25 WEST 18TH STREET TO HILTON GARDEN INN, 1100 SOUTH Travel Time: 30 Mins. Car: [REDACTED]
7:45 - 8:15 PM ANNIVERSARY CELEBRATION	REMARKS AT AMALGAMATED TRANSIT UNION LOCAL 726 100TH Location: 1100 South Avenue, Hilton Garden Inn Staff Contact: Marco Carrion Telephone: [REDACTED] Press Contact: Amy Spitalnick Telephone: [REDACTED] Site Advance: Javon Coney Telephone: [REDACTED] Podium: Yes Remarks: Prepared Press: Open
8:15 - 9:00 PM	TRAVEL FROM STATEN ISLAND TO GRACIE MANSION Travel Time: 45 Mins. Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No scheduled press conference

FLONYC SCHEDULE

No Schedule

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [jfdc](#); [Geri Prado](#) [REDACTED]
Subject: MINI SCHEDULE - Sunday, February 28, 2016
Date: Friday, February 26, 2016 6:47:26 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, February 28, 2016

WEATHER: Hi of 58. Low of 45. Sunny
ATTIRE: Casual

8:00 - 8:30 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
9:00 - 10:00 AM	[REDACTED] Location: [REDACTED]
10:30 - 11:00 AM	TRAVEL FROM [REDACTED] TO GRACIE MANSION Travel Time: 30 Mins. Car: [REDACTED]
10:30 - 11:00 AM	NEWS WITH MONICA
11:00 - 8:00 PM	DOWN

CITY HALL STEPS PRESS CONFERENCES
No scheduled press conference

FLONYC SCHEDULE
No Schedule

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: UPDATED MINI SCHEDULE - Monday, February 29, 2016
Date: Sunday, February 28, 2016 8:05:04 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, February 29, 2016

WEATHER: Hi of 58. Low of 39. AM Showers
ATTIRE: Business

7:00 - 7:30 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] Travel Time 30 Mins Car: [REDACTED]
8:00 - 9:00 AM	[REDACTED] [REDACTED] [REDACTED]
9:30 - 10:15 AM QUEENS	TRAVEL FROM [REDACTED] TO 110-31 MERRICK BLVD., JAMAICA Travel Time: 45 Mins. Car: [REDACTED]
9:30 - 10:00 AM	NEWS WITH MONICA
10:15 - 10:45 AM	ATTEND THE VIEWING OF AM BARBARA CLARKE Location: Greater Allen AME Cathedral, 110-31 Merrick Blvd. Jamaica Queens Site Contact: Jonathan Soto
10:45 - 11:30 AM	TRAVEL FROM 110-31 MERRICK BLVD. TO CITY HALL Travel Time: 45 Mins Car: [REDACTED]
11:30 - 12:00 PM	MEETING WITH TOM Location: City Hall, The Mayor's Office
12:00 - 1:00 PM	MEETING WITH RACHEL LAUTER Location: City Hall, The Mayor's Office
1:00 - 1:45 PM	TRAVEL FROM CIY HALL TO 45 WADSWORTH AVE, NY 10033 Travel Time: 45 Mins.

	Car:	
1:00 - 1:45 PM		CALL
	Call In:	
	Code:	
1:45 - 3:00 PM	TENANT SERVICES HOUSING AVAIL CM YDANIS RODRIGUEZ (ON & OFF TOPIC)	
	Location:	45 Wadsworth Ave, Washington Heights, NY 10033
	Site Contact:	Dan Gross
	Press Contact:	Wiley Norvell
	Telephone:	
	Site Advance:	Stefan Grybauskas
	Telephone:	
3:00 - 3:30 PM	TRAVEL FROM 45 WADSWORTH AVE TO GRACIE MANSION	
	Travel Time:	30 Mins.
	Car:	
3:30 - 4:00 PM	MEETING WITH DM PALACIO	
	Location:	Gracie Mansion
4:00 - 5:00 PM		MEETING
	Location:	Gracie Mansion
5:00 - 5:30 PM		
	Location:	
5:30 - 6:00 PM	TRAVEL FROM GRACIE MANSION TO 208-26TH AVENUE, BAYSIDE	
	Travel Time:	30 Mins.
	Car:	
6:00 - 7:00 PM	ON-SITE PREP	
	Location:	Self Help Clearview Senior Center, 208-11 26th Avenue, Bayside, NY 11360
7:00 - 9:00 PM	"WORKING FOR OUR NEIGHBORHOODS" TOWN HALL IN BAYSIDE	
	Location:	Self Help Clearview Senior Center, 208-11 26th Avenue, Bayside, NY 11360
	Staff Contact:	Marco Carrion
	Telephone:	
	Press Contact:	Rosemary Boeglin
	Telephone:	
	Site Advance:	Javon Coney

Telephone: [REDACTED]

9:00 - 9:30 PM

TRAVEL FROM 208-11 26TH AVENUE TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

12:00pm C/M Landers "Free Lancers" 50 people

FLONYC SCHEDULE

7:15 - 7:40 AM	[REDACTED]
7:40 - 8:00 AM	[REDACTED]
8:00 - 9:00 AM	[REDACTED] [REDACTED]
9:00 - 12:45 PM	[REDACTED]

From: [Caquias, Paula](#)
To: [B: FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [jfdc](#); [Geri Prado](#) [REDACTED]
Subject: MINI SCHEDULE - Tuesday, March 01, 2016
Date: Monday, February 29, 2016 6:19:07 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, March 01, 2016

WEATHER: Hi of 47. Low of 43. Mostly Sunny
ATTIRE: Business Attire

7:00 - 7:30 AM TRAVEL FROM GRACIE TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 10:00 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:00 AM NEWS WITH PETER

10:00 - 11:00 AM MEETING WITH MARK PETERS REGARDING [REDACTED]
Location: City Hall, The Mayor's Office

11:00 - 11:30 AM TRAVEL FROM CITY HALL TO 463A 7TH STREET, BROOKLYN
Travel Time: 30 Mins.
Car : [REDACTED]

11:30 - 12:30 PM SENIOR CENTER VISIT WITH CM BRAD LANDER RE: HOUSING [REDACTED]
[REDACTED])

Location: Center for Successful Aging, 463A 7th Street, Brooklyn, Side Entrance

Staff Contact: Wiley Norvell
Telephone: [REDACTED]
Press Contact: Austin Finan
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]
Remarks: Prepared

Press: Pooled Press

12:30 - 1:00 PM TRAVEL FROM 463A 7TH STREET TO CITY HALL

Travel Time: 30 Mins.

Car:

1:00 - 2:00 PM

Location:

2:00 - 3:00 PM

Location:

3:00 - 3:30 PM

MEETING WITH MAYA

Location: City Hall, The Mayor's Office

3:30 - 4:00 PM

Location:

4:00 - 4:30 PM

TRAVEL FROM CITY HALL TO 1230 YORK AVENUE, NY

Travel Time: 30 Mins.

Car:

4:00 - 4:30 PM

CALL

Call In:

Code:

4:30 - 6:00 PM

REMARKS AT LIFE SCIENCES ROUNDTABLE & VISIT

Location: Rockefeller University, 1230 York Avenue, Manhattan, NY -

Abby Aldrich Dining Room

Site Contact: Sonam Velani

Telephone:

Staff Contact: Alicia Glen

Telephone:

Site Advance: Javon Coney

Telephone:

Setup: Closed Press (readout + photo posted after the event). No

podium

Remarks: Prepared

Press: Closed

6:00 - 6:30 PM

TRAVEL FROM 1230 YORK AVENUE TO GRACIE MANSION

Travel Time: 30 Mins.

Car:

6:30 - 7:00 PM

[REDACTED]

Notes:

[REDACTED]

7:00 - 8:30 PM

[REDACTED]

Location:

[REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

9:30 - 10:30 AM

[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Wednesday, March 02, 2016
Date: Tuesday, March 01, 2016 7:12:41 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, March 02, 2016

WEATHER: Hi of 47. Low of 27. Mostly Sunny/ Wind
ATTIRE: Business Attire
Note: [REDACTED]

7:20 - 7:30 AM TRAVEL FROM GRACIE MANSION TO 30 ROCKEFELLER CENTER - 49 W 49TH STREET, BETWEEN 5TH AVE AND 6TH AVE - STUDIO: 3A

Travel Time: 10 Mins.

Car: [REDACTED]

7:30 - 7:30 AM ARRIVE AT MORNING JOE

Notes: [REDACTED]
[REDACTED]
[REDACTED]

Contact: [REDACTED] / [REDACTED]

7:40 - 7:50 AM LIVE INTERVIEW ON MORNING JOE

Location: 30 Rockefeller Center - 49 W 49th Street, between 5th Ave and 6th Ave -Studio: 3A

7:50 - 8:15 AM TRAVEL FROM 49 W 49TH STREET TO [REDACTED]

Travel Time: 25 Mins.

Car: [REDACTED]

8:30 - 9:30 AM [REDACTED]
[REDACTED] [REDACTED]

10:00 - 10:30 AM TRAVEL FROM [REDACTED] TO CITY HALL

Travel Time: 30 Mins.

Car: [REDACTED]

10:00 - 10:30 AM NEWS WITH MONICA

10:30 - 12:00 PM [REDACTED] MEETING WITH THE CHANCELLOR

Location: City Hall, The Blue Room

12:00 - 12:30 PM	<div>Location:</div>
12:30 - 1:00 PM	TRAVEL CITY HALL TO TRANSIT HEADQUARTERS, 130 LIVINGSTON STREET VIA SUBWAY WITH PC <div>Travel Time:</div> 30 Mins. <div>Car:</div>
1:00 - 1:30 PM	ON SITE PREP <div>Location:</div> NYC Transit Headquarters, 130 Livingston Street, 3rd floor <div>Staff Contact:</div> Jerika Richardson <div>Telephone:</div> <div>Press Contact:</div> Amy Spitalnick <div>Telephone:</div> <div>Site Advance:</div> Javon Coney <div>Telephone:</div>
1:30 - 2:30 PM	NYPD TRANSIT RADIO'S AVAIL WITH PC (ON TOPIC Q/A) <div>Location:</div> NYC Transit Headquarters, 130 Livingston Street, 3rd floor <div>Staff Contact:</div> Jerika Richardson <div>Telephone:</div> <div>Press Contact:</div> Monica Klein <div>Telephone:</div> <div>Site Advance:</div> Javon Coney <div>Telephone:</div>
2:30 - 3:00 PM	TRAVEL FROM 130 LIVINGSTON STREET, 3RD FLOOR TO CITY HALL VIA SUBWAY <div>Travel Time:</div> 30 Mins. <div>Car:</div>
3:00 - 4:00 PM	<div>Location:</div>
4:00 - 5:00 PM	<div>Location:</div>
5:00 - 5:30 PM	TRAVEL FROM CITY HALL TO JACOB JAVITZ CENTER, 655 W 34TH STREET <div>Travel Time:</div> 30 Mins. <div>Car:</div>
5:30 - 7:00 PM	REMARKS AT HRC RALLY <div>Location:</div> Jacob Javitz Center, 655 W 34 th Street <div>Site Advance:</div> Stefan Grybauskas

Telephone: [REDACTED]

7:00 - 7:30 PM

TRAVEL FROM JACOB JAVITZ CENTER TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

7:30 - 8:00 PM

CALL [REDACTED]

Call In: [REDACTED]

Code: [REDACTED]

8:00 - 9:30 PM

IGA [REDACTED] DINNER

Location: Gracie Mansion

Site Advance: Viguers Jonathan

Telephone: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

10:00 AM C/M Greenfield "F" Line Subway – 40 people

1:00 PM CUNY Student Senate "City Council Budget On Higher Education" 30 people

2:00 PM- 32BJ "Labor Rally" 250 People

FLONYC SCHEDULE

No schedule

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Thursday, March 03, 2016
Date: Wednesday, March 02, 2016 6:13:20 PM

SCHEDULE FOR MAYOR BILL DE BLASIO

CITY OF NEW YORK

Thursday, March 03, 2016

WEATHER: Hi of 40. Low of 30. Mostly sunny

ATTIRE: Business Attire

7:00 - 7:30 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] Travel Time: 30 Mins Car: [REDACTED]
7:00 - 7:15 AM	TAPED INTERVIEW ON HOT 97 Location: YOU call [REDACTED] Notes: [REDACTED]
8:00 - 9:00 AM	[REDACTED] [REDACTED] [REDACTED]
9:30 - 10:30 AM	TRAVEL FROM [REDACTED] TO 38-15 BELL BLVD, BAYSIDE QUEENS Travel Time: 1 hr. Car: [REDACTED]
9:30 - 10:00 AM	NEWS WITH MONICA
10:00 - 10:30 AM	PREP CALL [REDACTED] Call In: [REDACTED] Code: [REDACTED]
10:30 - 11:00 AM	SIT DOWN INTERVIEW WITH VICKI SCHNEPS OF THE QUEENS COURIER Location: 38-15 Bell Blvd. Bayside, NY
11:00 - 11:15 AM	TRAVEL FROM 38-15 BELL BLVD. TO 150-50 14TH RD. QUEENS Travel Time: 15 Mins. Car: [REDACTED]
11:15 - 11:45 AM	SIT DOWN INTERVIEW WITH MIKE OF THE QUEENS TRIBUNE Location: 150-50 14th Road, Queens

11:45 - 12:30 PM	MANHATTAN	TRAVEL FROM 150-50 14TH ROAD, QUEENS TO 345 PARK AVENUE,
		Travel Time: MBDB, Jonathan Viguers
12:00 - 12:30 PM		PREP CALL [REDACTED]
		Call in: [REDACTED]
		Code: [REDACTED]
12:30 - 2:00 PM		ST. PATRICK'S DAY AVAIL (ON/OFF TOPIC)
		Location: Consulate General of Ireland, 345 Park Ave #1700
		Press Contact: Dan Gross
		Telephone: [REDACTED]
		Press Contact: Peter Kadushin
		Telephone: [REDACTED]
		Site Advance: Stefan Grybauskas
		Telephone: [REDACTED]
		Podium: Yes
		Remarks: Prepared
		Press: Open
2:00 - 2:30 PM		TRAVEL FROM 345 PARK AVENUE TO CITY HALL
		Travel Time: 30 Mins.
		Car: [REDACTED]
2:00 - 2:30 PM		PREP CALL [REDACTED]
		Call In: [REDACTED]
		Code: [REDACTED]
2:30 - 3:00 PM		MEETING WITH GREG FLOYD, TEAMSTERS
		Location: City Hall, The Blue Room
3:00 - 3:30 PM		[REDACTED]
		Location: [REDACTED]
3:30 - 3:45 PM		[REDACTED]
		Location: [REDACTED]
		Attendees: [REDACTED]
4:00 - 5:00 PM		[REDACTED]
		Location: [REDACTED]
5:00 - 5:45 PM		PREP [REDACTED]
		Location: City Hall, The Mayor's Office
5:45 - 6:15 PM		TRAVEL FROM CITY HALL TO 733 11TH AVE, NEW YORK, NY 10019

Travel Time: 30 Mins.

Car: [REDACTED]

6:15 - 7:00 PM

TAPING OF THE DAILY SHOW WITH TREVOR NOAH

Location: 733 11th Avenue, New York

7:00 - 7:30 PM

TRAVEL FROM 733 11TH AVENUE TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

7:00 - 7:30 PM

[REDACTED]

Call in: [REDACTED]

Code: [REDACTED]

7:30 - 8:30 PM

LABOR TTH REGARDING HOUSING

Location: Gracie Mansion

Press Contact: Rick Fromberg

Telephone: [REDACTED]

8:30 - 9:30 PM

[REDACTED]

Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conferences

FLONYC SCHEDULE

4:25 - 6:55PM

[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Friday, March 04, 2016
Date: Thursday, March 03, 2016 6:46:48 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, March 04, 2016

WEATHER: Hi of 39. Low of 30. Cloudy
ATTIRE: Business Attire
Notes: [REDACTED]

7:45 - 8:00 AM TRAVEL FROM GRACIE TO 641 6TH AVENUE, MANHATTAN
Travel Time: 15 Mins.
Car: [REDACTED]

8:00 - 9:30 AM MEET & GREET WITH BUSINESS EXECUTIVES, HOSTED BY CHARLES PHILLIPS
Location: [REDACTED]

9:30 - 10:00 AM TRAVEL [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:00 AM NEWS WITH KAREN

10:00 - 12:15 PM FLEX TIME: MEETINGS & CALL BLOCK
Location: [REDACTED]

12:15 - 12:30 PM TRAVEL [REDACTED]
Travel Time: 15 Mins.
Car: [REDACTED]

12:15 - 12:30 PM [REDACTED]
Location: [REDACTED]

12:30 - 2:00 PM [REDACTED]
Location: [REDACTED]

2:00 - 2:30 PM TRAVEL [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

2:00 - 2:30 PM CALL WITH SPEAKER HEASTIE

Location: [REDACTED]

2:30 - 5:30 PM FLEX TIME MEETINGS & CALL BLOCK

Location: [REDACTED]

5:30 - 6:00 PM LIVE INTERVIEW WITH ANGIE MARTINEZ

Notes: [REDACTED] -

6:00 - 6:30 PM

[REDACTED]
Location: [REDACTED]

6:30 - 7:00 PM TRAVEL FROM [REDACTED] TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

6:30 - 6:45 PM

[REDACTED]
Notes: [REDACTED]

7:00 - 9:00 PM

[REDACTED]
Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

10:00 AM – Parents For Quality Public Education “Safety in Public Schools” 15 people

FLONYC SCHEDULE

7:30 - 8:00 AM

[REDACTED]

8:00 - 7:00 PM

[REDACTED]

2:00 - 2:30 PM

[REDACTED] CALL WITH STAFF

7:00 - 9:00 PM

[REDACTED]

From: [Snyder, Thomas](#)
To: [O'Brien, Kevin](#); [Geri](#); [Walzak, Phil](#); [jfdc](#); [Da Costa, Ricky](#)
Subject: Re: TODAY/time-sensitive
Date: Friday, March 04, 2016 11:56:09 AM

Minus B

Ricky - Sched this for 2:15 today. PRIORITY. Above group.

On 3/4/16, 11:51 AM, "B" <BCCD@cityhall.nyc.gov> wrote:

>
>Need all of you addressed here to convene in the next few hours. Just
>spoke briefly with Geri, and some serious decisions need to be made
>immediately. Pls talk and then update me. Thanks
>
>
>
>

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Saturday, March 05, 2016
Date: Friday, March 04, 2016 6:24:20 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, March 05, 2016

WEATHER: Hi of 43. Low of 33. Mostly Cloudy
ATTIRE: Business Attire
Notes: [REDACTED]
[REDACTED]

9:00 - 9:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car : [REDACTED]

9:00 - 9:30 AM NEWS WITH PETER

10:00 - 11:00 AM [REDACTED]
[REDACTED] [REDACTED]

12:00 - 12:45 PM TRAVEL [REDACTED] TO 129TH STREET & NEWPORT AVENUE
(QUEENS)
Travel Time: 45 Mins.
Car: [REDACTED]

12:00 - 12:30 PM [REDACTED]
Location: [REDACTED]

12:45 - 2:30 PM MARCH IN THE ROCKAWAY ST. PATRICK'S DAY PARADE
Location: 129th Street and Newport Avenue (middle of the block)
Site Contact: Mike Benn, Parade President
Telephone: [REDACTED]
Staff Contact: Nick Gulotta
Telephone: [REDACTED]
Press Contact: Peter Kadushin
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

2:30 - 3:30 PM TRAVEL FROM 129TH STREET & NEWPORT AVENUE TO GRACIE MANSION
Travel Time: 1 Hr.

Car: [REDACTED]

3:30 - 6:30 PM

DOWN

Location: Gracie Mansion

6:45 - 7:00 PM

TRAVEL FROM GRAICE MANSION TO 30 ROCKEFELLER CENTER - 49 W 49TH STREET, BETWEEN 5TH AVE AND 6TH AVE - STUDIO: 3A

Travel Time: 15 Mins.

Car: [REDACTED]

7:00 - 7:00 PM

ARRIVE [REDACTED]

Location: 30 Rockefeller Center - 49 W 49th Street, between 5th Ave and 6th Ave - Studio: 3A

7:15 - 7:30 PM

LIVE INTERVIEW ON MSNBC'S HARDBALL WITH CHRIS MATTHEWS

Location: 30 Rockefeller Center - 49 W 49th Street, between 5th Ave and 6th Ave - Studio: 3A

7:45 - 8:00 PM

TRAVEL FROM 49 W 49TH STREET TO GRACIE MANSION

Travel Time: 15 Mins.

Car: [REDACTED]

8:00 - 9:30 PM

[REDACTED]

Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

12:00 - 8:00 PM

[REDACTED]

8:00 - 9:30 PM

[REDACTED]

From: [Yazgi, Stephanie](#)
To: [jfdc](#); [Geri](#)
Cc: [Snyder, Thomas](#); [O'Brien, Kevin](#)
Subject: RE: FYI
Date: Monday, March 07, 2016 9:56:52 AM

[REDACTED]

From: John Del Cecato [mailto:jfdc@akpdmedia.com]
Sent: Monday, March 07, 2016 9:55 AM
To: Yazgi, Stephanie; Geri
Cc: Snyder, Thomas; O'Brien, Kevin
Subject: Re: FYI

[REDACTED]

[REDACTED]

From: Stephanie Yazgi <syazgi@cityhall.nyc.gov>
Date: Monday, March 7, 2016 at 9:52 AM
To: Geri Prado <geri@progressiveagenda.us>, John Del Cecato <jfdc@akpdmedia.com>
Cc: "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>, "O'Brien, Kevin" <KOBrien@cityhall.nyc.gov>
Subject: FYI

Carried interest in NYS

* Two assemblymen plan to introduce a bill today that's intended to help close the so-called carried interest loophole, which allows fund managers to pay a substantially lower federal tax rate on much of their income, The New York Times reports: <http://goo.gl/LbLigg>

STEPHANIE YAZGI
syazgi@cityhall.nyc.gov
m) 917 374 8235 | Office of the Mayor



please don't print this e-mail unless you really need to

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado \(\)](#); [jfdc](#)
Subject: MINI SCHEDULE - Sunday, March 06, 2016
Date: Friday, March 04, 2016 6:52:33 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, March 06, 2016

WEATHER: Hi of 46 Low of 34, Mostly cloudy
ATTIRE: Business
Notes: [REDACTED]
[REDACTED]

9:00 - 9:30 AM TRAVEL FROM GRACIE MANSION TO 1703 MCDONALD AVENUE, CORNER OF AVENUE O

Travel Time: 30 Mins.
Car: [REDACTED]

**10:00 - 10:30 AM
FLATBUSH**

REMARKS AT THE 37TH ANNUAL LEGISLATIVE BREAKFAST OF COJO

Avenue O

Location: Kol Yaakov Hall, 1703 McDonald Avenue, Corner of

Site Contact: Louis Welz
Telephone: [REDACTED]
Staff Contact: Pinny Ringel
Telephone: [REDACTED]
Press Contact: Rosemary Boeglin
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]
Podium: Yes
Press: Open

10:30 - 11:00 AM TRAVEL FROM 1703 MCDONALD AVENUE, CORNER OF AVENUE O TO 357 9TH STREET

Travel Time: 30 Mins.
Car: MBDB, Catherine Almonte

10:30 - 11:00 AM NEWS WITH KAREN

11:30 - 12:30 PM

[REDACTED]
[REDACTED] [REDACTED]

1:00 - 1:30 PM	TRAVEL FROM [REDACTED] TO 43RD STREET & SKILLMAN AVENUE Location: 30 Mins. Travel Time: [REDACTED]
1:30 - 2:30 PM	MARCH IN ST. PAT'S FOR ALL PARADE Location: 43rd Street & Skillman Avenue, Queens Staff Contact: Elvin Garcia Telephone: [REDACTED] Press Contact: Rosemary Boeglin Telephone: [REDACTED] Site Advance: Stefan Grybauskas Telephone: [REDACTED] Press: Open
2:30 - 3:00 PM	TRAVEL FROM 43RD STREET & SKILLMAN AVENUE TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
3:00 - 3:30 PM	[REDACTED] [REDACTED] [REDACTED]
3:30 - 4:00 PM	TRAVEL FROM [REDACTED] TO GRACIE MANSION Location: Gracie Mansion Travel Time: 30 Mins. Car: [REDACTED]
4:00 - 5:00 PM	[REDACTED] CALL Call In: [REDACTED] Code: [REDACTED]
5:00 - 6:00 PM	[REDACTED] CALL Call in: [REDACTED] Code: [REDACTED]
6:00 - 7:00 PM	MEETING WITH EMMA Location: Gracie Mansion
7:00 - 7:15 PM	TRAVEL FROM GRACIE MANSION TO NY HILTON HOTEL, 1335 6TH AVENUE Travel Time: 15 Mins. Car: [REDACTED]
7:15 - 8:00 PM	REMARKS AT THE BOBOV ANNUAL DINNER Location: NY Hilton Hotel, 1335 6th Avenue, Manhattan NY Site Contact: Heshie Dembitzer Telephone: [REDACTED]

Staff Contact: Pinny Ringel
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]
Podium: Yes
Remarks: Prepared
Press: Closed

8:00 - 8:15 PM TRAVEL FROM 1335 6TH AVENUE TO GRACIE MANSION
Travel Time: 15 Mins.
Car: [REDACTED]

8:30 - 10:30 PM [REDACTED])

CITY HALL STEPS PRESS CONFERENCES
No Scheduled Press Conference

FLONYC SCHEDULE

4:00 - 5:00 PM [REDACTED] CALL
5:30 - 7:00 PM [REDACTED]
7:00 - 8:00 PM [REDACTED]
8:00 - 10:00 PM [REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: UPDATED MINI SCHEDULE - Monday, March 07, 2016
Date: Sunday, March 06, 2016 8:33:25 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, March 07, 2016

WEATHER: Hi of 60 Low of 46, Sunny
ATTIRE: Business
Notes: [REDACTED]
[REDACTED]

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 10:15 AM TRAVEL FROM [REDACTED] TO CHELSEA RECREATON CENTER, 430 W 25TH STREET, MANHATTAN
Travel Time: 45 Mins.
Car: [REDACTED]

9:30 - 10:00 AM [REDACTED] CALL [REDACTED]
Call in: [REDACTED]
Code: [REDACTED]

10:15 - 11:30 AM REMARKS AT GENDER NEUTRAL BATHROOMS AVAIL WITH FLONYC
(ON/OFF TOPIC)
,
Location: Chelsea Recreation Center, 430 W 25th Street, Manhattan
Site Contact: Brian Sullivan
Telephone: [REDACTED]
Staff Contact: Jerika Richardson
Telephone: [REDACTED]
Press Contact: Rosemary Boeglin
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

Setup: Press Conference
Remarks: Prepared
Press: Open

11:30 - 11:40 AM
AVE AND BWAY

TRAVEL FROM 430 W 25TH STREET TO EAST 13TH STREET BETWEEN 4TH

Travel Time: 10 Mins.

Car:

11:40 - 12:00 PM

FILL "MILLIONTH POTHOLE"

Location: East 13th Street between 4th Ave and Bway- Manhattan NY

Press Contact: Karen Hinton

Telephone:

Site Advance: Stefan Grybauskas

Telephone:

12:00 - 12:30 PM

NEWS WITH PETER

12:00 - 12:30 PM
HALL.

TRAVEL FROM EAST 13TH STREET BETWEEN 4TH AVE AND BWAY TO CITY

Travel Time: 30 Mins.

Car:

12:30 - 1:30 PM

MEETING

Location: City Hall, The Blue Room

1:30 - 2:15 PM

Location:

2:15 - 2:45 PM

MEETING WITH TOM

Location: City Hall, The Mayor's Office

2:45 - 3:30 PM

BRIEFING

Location: City Hall, The Mayor's Office

3:30 - 4:30 PM

MEETING

Location: City Hall, The Blue Room

4:30 - 5:00 PM

MEETING WITH COUNCIL MEMBER EUGENE

Location: City Hall, The Mayor's Office

5:00 - 5:30 PM

TRAVEL FROM CITY HALL TO GRACIE MANSION

Travel Time: 30 Mins.

Car:

5:15 - 5:30 PM

[REDACTED]
Location: [REDACTED]

6:00 - 6:00 PM

[REDACTED]

6:30 - 7:30 PM

[REDACTED]
Location: [REDACTED]

7:30 - 8:30 PM

[REDACTED]
Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

11:00 AM Congresswomen Maloney “ Money Laundering in NY”
50 people

FLONYC SCHEDULE

8:30 - 9:30 AM

[REDACTED]

10:15 - 11:30 AM

REMARKS AT GENDER NEUTRAL BATHROOMS AVAIL WITH MBDB

12:00 - 12:30 PM

[REDACTED]

12:30 - 1:30 PM

[REDACTED]

1:30 - 2:00 PM

[REDACTED]

2:00 - 2:30 PM

[REDACTED]

2:30 - 2:40 PM

[REDACTED]

2:40 - 2:50 PM

PHONE INTERVIEW WITH POSITIVE COMMUNITY MAGAZINE (CITY HALL)

3:20 - 6:30 PM

[REDACTED]

6:30 - 7:30 PM

[REDACTED]

7:30 - 8:30 PM

[REDACTED]

From: [Wolfe, Emma](#)
To: [O'Brien, Kevin](#); [Yazgi, Stephanie](#); [Snyder, Thomas](#); [Soliman, Sherif](#); [Shorris, Anthony](#); [Williams, Dominic](#); [Fuleihan, Dean \(OMB\)](#)
Cc: [Geri Prado](#); [jfdc](#)
Subject: Re: Carried Interest Bill in State Legislature.
Date: Monday, March 07, 2016 11:29:49 AM

[REDACTED]

From: O'Brien, Kevin
Sent: Monday, March 7, 2016 11:24 AM
To: Yazgi, Stephanie; Snyder, Thomas; Soliman, Sherif; Shorris, Anthony; Williams, Dominic; Fuleihan, Dean (OMB); Wolfe, Emma
Cc: Geri Prado; jfdc
Subject: RE: Carried Interest Bill in State Legislature.

[REDACTED]

From: Yazgi, Stephanie
Sent: Monday, March 07, 2016 11:24 AM
To: Snyder, Thomas; Soliman, Sherif; Shorris, Anthony; Williams, Dominic; Fuleihan, Dean (OMB); Wolfe, Emma
Cc: O'Brien, Kevin; Geri Prado; jfdc
Subject: RE: Carried Interest Bill in State Legislature.

[REDACTED]

From: Snyder, Thomas
Sent: Monday, March 07, 2016 11:11 AM
To: Soliman, Sherif; Shorris, Anthony; Williams, Dominic; Fuleihan, Dean (OMB); Wolfe, Emma
Cc: Yazgi, Stephanie; O'Brien, Kevin; Geri Prado; jfdc
Subject: Carried Interest Bill in State Legislature.

[REDACTED]

From: "Soliman, Sherif" <SSoliman@cityhall.nyc.gov>
Date: Monday, March 7, 2016 at 10:27 AM
To: Tom Snyder <tsnyder@cityhall.nyc.gov>
Subject: RE: FYI

Below is the bill that has been introduced on Friday.

STATE OF NEW YORK

IN ASSEMBLY

March 4, 2016

Introduced by M. of A. AUBRY, BICHOTTE, BRINDISI -- read once
and

referred to the Committee on Ways and Means
AN ACT to amend the tax law, in relation to investment
management

services to a partnership or other entity

The People of the State of New York, represented in Senate and

Assem-

bly, do enact as follows:

1 Section 1. Paragraph (a) of subdivision 6 of section 208 of the

tax 2 law, as amended by section 5 of part T of chapter 59 of the

laws of 3 2015, is amended to read as follows:

4 (a) (i) The term "investment income" means income, including

capital 5 gains in excess of capital losses, from investment capital, to

the 6 extent included in computing entire net income, less, (A) in

the 7 discretion of the commissioner, any interest deductions

allowable in 8 computing entire net income which are directly or indirectly

attribut- 9 able to investment capital or investment income, (B) any of capital

gain

10 included in federal taxable income that has to be

recharacterized as

11 business income pursuant to paragraph (u) of subdivision nine of

this

12 section; provided, however, that in no case shall investment

income 13 exceed entire net income. (ii) If the amount of interest

deductions 14 subtracted under subparagraph (i) of this paragraph exceeds

investment 15 income, the excess of such amount over investment income must be

added 16 back to entire net income. (iii) If the taxpayer's investment

income 17 determined without regard to the interest deductions subtracted

under 18 subparagraph (i) of this paragraph comprises more than eight

percent 19 of the taxpayer's entire net income, investment income determined

without 20 regard to such interest deductions cannot exceed eight percent of

the 21 taxpayer's entire net income.

22 § 2. Subparagraph (ix) of paragraph (a) of subdivision 1 of

section 23 210 of the tax law is amended by adding a new clause 8 to

read as 24 follows:

25 (8) the net operating loss deduction allowed under section one

hundred

26 seventy-two of the internal revenue code shall for purposes of

this

27 paragraph be determined taking into consideration the re-

characteriza-

EXPLANATION--Matter in italics (underscored) is new; matter in

brackets [] is old law to be omitted.

02-6

A. 9459

2

1 tion of income pursuant to paragraph (u) of subdivision nine of

section

2 two hundred eight of this article.

3 § 3. Subdivision 9 of section 208 of the tax law is amended by

LBD14325-

adding

4 a new paragraph (u) to read as follows:

5 (u) Special rule for corporate partners performing investment
6 management services. In the case of a taxpayer that is a partner who
7 performs investment management services (as defined in subsection (h) of
8 section six hundred thirty-one of this chapter) for the partnership, the
9 taxpayer will not be treated as a partner for purposes of this article
10 with respect to the amount of the partner's distributive share of
11 income, gain, loss and deduction (including any guaranteed payments) which
12 is in excess of the amount that such distributive share would have been if
13 the partner had performed no investment management services. Instead,
14 such excess amount shall be treated as an amount received from a
15 trade or business carried on by the taxpayer, and notwithstanding any
16 state or federal law to the contrary, such excess amount shall be
17 characterized as a payment for services rendered. For purposes of this paragraph,
18 the amount of the distributive share that would have been determined if
19 the partner performed no services, shall not be less than zero.

20 § 4. Section 210 of the tax law is amended by adding a new
subdivision

21 4 to read as follows:

22 4. Rule for investment management services to a partnership or
23 other entity. For purposes of subdivision three of this section, the
24 amount of distributive share of partnership income, gain, loss or
25 deduction (including any guaranteed payments) received as a partner by a
26 corporation which renders investment management services to a
27 partnership or other entity, as defined in subsection (h) of section six hundred
28 thirty-one of this chapter, which is in excess of the amount that
29 such distributive share would have been if the partner had
30 performed no investment management services, shall be treated as a business
31 receipt that arises from the performance of services. For purposes of
32 this subdivision, the amount of the distributive share that would have
33 been determined if the partner performed no services, shall not be less
34 than zero.

35 § 5. Subsection (b) of section 617 of the tax law, as amended by
chap- 36 ter 606 of the laws of 1984, is amended to read as follows:

37 (b) Character of items. Each item of partnership and S
corporation
38 income, gain, loss, or deduction shall have the same character
for a
39 partner or shareholder under this article as for federal income
tax
40 purposes. Where an item is not characterized for federal income

tax
 41 purposes, it shall have the same character for a partner or
 shareholder
 42 as if realized directly from the source from which realized by the
 part-
 43 nership or S corporation or incurred in the same manner as
 incurred by
 44 the partnership or S corporation. See subsections (f) and
(g) of
 45 section six hundred thirty-two of this article for special rules
for
 46 partners and shareholders performing investment management services.
 47 § 6. Subsection (d) of section 631 of the tax law, as amended by
 chap-
 48 ter 28 of the laws of 1987, is amended to read as follows:
 49 (d) Purchase and sale for own account.-- (1) A nonresident, other
 than
 50 a dealer holding property primarily for sale to customers in the
 ordi-
 51 nary course of his or her trade or business, shall not be
 deemed to
 52 carry on a business, trade, profession or occupation in this state
 sole-
 53 ly by reason of the purchase and sale of property or the purchase,
 sale
 54 or writing of stock option contracts, or both, for his or her
 own
 55 account.
 A. 9459 3
 1 (2) This subsection shall not apply to a partner or
shareholder
 2 performing investment management services as described under
subsection
 3 (h) of this section.
 4 § 7. Section 631 of the tax law is amended by adding a new
 subsection
 5 (h) to read as follows:
 6 (h) Investment management services. (1) For purposes of this
section,
 7 the term "investment management services" to a partnership, S
corpo-
 8 ration or other entity means providing a substantial quantity of
any of
 9 the following services to the partnership, S corporation or other
enti-
 10 ty:
 11 (i) advising the partnership, S corporation, or entity as to
the
 12 advisability of investing in, purchasing, or selling any
specified
 13 asset, or
 14 (ii) managing, acquiring, or disposing of any specified asset, or
 15 (iii) arranging financing with respect to acquiring specified
assets,
 16 or
 17 (iv) any activity in support of any service described in
subparagraphs
 18 (i) through (iii) of this paragraph.
 19 (2) For purposes of this subsection, the term "specified asset"
means
 20 securities (as defined in section four hundred seventy-five
(c)(2) of
 21 the internal revenue code without regard to the last sentence
thereof),
 22 real estate held for rental or investment, interests in
partnerships,
 23 commodities (as defined in section four hundred seventy-five
(e)(2) of
 24 the internal revenue code), or options or derivative contracts
with
 25 respect to any of the foregoing.
 26

(3) A partner or shareholder will not be deemed to be providing investment management services under this subsection if at least eighty percent of the average fair market value of the specified assets of the partnership, S corporation or other entity during the taxable year consist of real estate.

§ 8. Section 632 of the tax law is amended by adding two new subsections (f) and (g) to read as follows:

(f) Special rule for partners performing investment management services. In the case of a partner who performs investment management services for the partnership, the partner will not be treated as a partner for purposes of this article with respect to the amount of the partner's distributive share of income, gain, loss and deduction (including any guaranteed payments) which is in excess of the amount such distributive share would have been if the partner had performed no investment management services. Instead, such excess amount shall be treated as an amount received from a trade, business, profession or occupation carried on in the partner's own capacity for purposes of this article. Notwithstanding any state or federal law to the contrary, such excess amount shall be characterized as a payment for services rendered for purposes of this article, and for purposes of section six hundred thirty-one of this article shall be allocated in accordance with the rules and regulations applicable to:

- (1) individuals rendering personal services in the case of an individual partner, or
- (2) a business carried on in New York in the case of a partner that is a partnership, estate or trust, or
- (3) a corporation under articles nine-A and thirty-two of this chapter in the case of a partner that is an S corporation.

For purposes of this subsection, the amount of the distributive share that would have been determined if the partner performed no services, shall not be less than zero.

A. 9459

4

(g) Special rule for shareholders performing investment management services. In the case of a shareholder who performs investment management services for the S corporation, the shareholder will not be treated as a shareholder for purposes of this article with respect to the amount of the shareholder's pro rata share of income, gain, loss and deduction which is in excess of the amount such pro rata share would have been if the shareholder had performed no investment management services.

8 Instead, such excess amount shall be treated as an amount received
from
9 a trade, business, profession or occupation carried on in the
sharehold-
10 er's own capacity for purposes of this article. Notwithstanding
any
11 state or federal law to the contrary, such excess amount shall be
char-
12 acterized as a payment for services rendered for purposes of this
arti-
13 cle, and for purposes of section six hundred thirty-one of this
article
14 shall be allocated in accordance with the rules and regulations
applica-
15 ble to:
16 (1) individuals rendering personal services in the case of an
individ-
17 ual shareholder, or
18 (2) a business carried on in New York in the case of a
shareholder
19 that is an estate or trust.
20 For purposes of this subsection, the amount of the pro rata share
that
21 would have been determined if the shareholder performed no
services,
22 shall not be less than zero.

23 § 9. For taxable years beginning on or after January 1, 2016
and
24 before January 1, 2017, (i) no addition to tax under subsection
(c) of
25 section 685 or subsection (c) of section 1085 of the tax law
shall be
26 imposed with respect to any underpayment attributable to the
amendments
27 made by this act of any estimated taxes that are required to be
paid
28 prior to the effective date of this act, provided that the
taxpayer
29 timely made those payments; and (ii) the required installment of
esti-
30 mated tax described in clause (ii) of subparagraph (B) of paragraph
3 of
31 subsection (c) of section 685 of the tax law, and the exception to
addi-
32 tion for underpayment of estimated tax described in paragraph 1 or
2 of
33 subsection (d) of section 1085 of the tax law, in relation to
the
34 preceding year's return, shall be calculated as if the amendments
made
35 by this act had been in effect for that entire preceding year.

36 § 10. This act shall take effect upon enactment into law by the
states
37 of Connecticut, New Jersey and Massachusetts of legislation having
an
38 identical effect with this act, but if the states of Connecticut,
New
39 Jersey and Massachusetts shall have already enacted such
legislation,
40 this act shall take effect immediately; provided that the
commissioner
41 of taxation and finance shall notify the legislative bill
drafting
42 commission upon the enactment of such legislation by the
states of
43 Connecticut, New Jersey and Massachusetts in order that such
commission
44 may maintain an accurate and timely effective data base of the
official
45 text of the laws of the state of New York in furtherance of
effectuating
46 the provisions of section 44 of the legislative law and section 70-
b of

NEW YORK STATE ASSEMBLY
MEMORANDUM IN SUPPORT OF LEGISLATION
submitted in accordance with Assembly Rule III, Sec 1(f)

BILL NUMBER: A9459

SPONSOR: Aubry (MS)

TITLE OF BILL:

An act to amend the tax law, in relation to investment management services to a partnership or other entity

PURPOSE:

This bill aims to close the Carried Interest Tax Loophole on the State level by taxing the Carried Interest Income of hedgefund and private equity investors as traditional ordinary earned income.

SUMMARY OF PROVISIONS:

Section 1: of the bill amends the tax law by adding (a) (i) The term "investment income" means income, including capital gains in excess of capital losses, from investment capital, to the extent included in computing entire net income, less, any of capital gain included in federal taxable income that has to be recharacterized as business income

Section 2: of the bill adds the net operating loss deduction allowed under section one hundred seventy-two of the internal revenue code shall for purposes of this Paragraph be determined taking into consideration the re-characterization of income

Sections 3: of the bill provides a special rule Special rule for corporate partners performing investment management services.

Section 4: of the bill provides rules for investment management services to a partnership or other entity.

Section 6: clarifies that this subsection shall not apply to a partner or shareholder performing investment management services

Subsection 7: of the bill amends the tax law by adding the definition of the term 'Investment Management Services' and 'Specified assets

Section 8: of the bill amends the Tax Law by adding a special rule for partners performing investment management services.

Section 10: of the bill provides that This act shall take effect upon enactment into law by the states of Connecticut, New Jersey and Massachusetts of legislation having an identical effect with this act, but if the states of Connecticut, New Jersey and Massachusetts shall have already enacted such legislation, this act shall take effect immediately; provided that the commissioner of taxation and finance shall notify the legislative bill drafting commission upon the enactment of such legislation by the states of Connecticut, New Jersey and Massachusetts in order that such commission may maintain an accurate and timely effective data base of the official text of the laws of the state of New York in furtherance of effectuating the provisions of section 44 of the legislative law and section 70-b of 19 the public officers law.

JUSTIFICATION:

Currently the Carried Interest Tax Loophole in the federal tax code allows hedgefund investment managers and private equity billionaires to declare as carried interest a percentage of their investment fee to get a lower tax rate. The returns from these fees which can be sizeable-- typically qualify as long-term capital gains--and as such are treated much differently and are taxed at a much lower rate than ordinary income. This essentially enables these private equity and hedgefund managers to pay a substantially lower tax rate - 20 percent instead of 39 percent- this is fundamentally unfair.

With the considerable gridlock at the federal level on nearly every issue facing the American people, the Patriotic Millionaires recognize the power that New York can wield in eliminating the preferential tax treatment that hedge fund managers enjoy. New York's private equity and hedge funds earn \$18.9 billion per year in under-taxed carried interest, using conservative estimates. It is unconscionable that money managers

in New York pay a lower tax rate on income that they earn by investing other people's money than hard working New Yorkers in every city and town from Long Island to Buffalo. Closing the loophole will benefit the economy far beyond the more than \$3.7 billion in tax revenue it would raise for New York State. It would generate significant tax receipts (with projections ranging from \$1.8 to \$18 billion a year nationwide) and serve as a sign to the rest of the country that the New York State Legislature is able to create reasonable comprehensive tax reform that does not seek to further enrich members of the economic elite on the backs of everyday working Americans.

LEGISLATIVE HISTORY:

This is a new bill.

FISCAL IMPLICATIONS:

None.

EFFECTIVE DATE:

This act shall take effect upon enactment into law by the states of Connecticut, New Jersey and Massachusetts of legislation having an identical effect with this act, but if the states of Connecticut, New Jersey and Massachusetts shall have already enacted such legislation, this act shall take effect immediately; provided that the commissioner of taxation and finance shall notify the legislative bill drafting commission upon the enactment of such legislation by the states of Connecticut, New Jersey and Massachusetts in order that such commission may maintain an accurate and timely effective data base of the official text of the laws of the state of New York in furtherance of effectuating the provisions of section 44 of the legislative law and section 70-b of 19 the public officers law.

[Status Text Summary Sponsor's Memo Unformatted Text Bill File Mayor Posn Same-As History Bill Text PDF](#)

[Refine Report New Report Action Results Previous Document](#)

Bottom of Form

From: Snyder, Thomas
Sent: Monday, March 07, 2016 10:18 AM
To: Soliman, Sherif
Subject: FW: FYI

From: Stephanie Yazgi <syazgi@cityhall.nyc.gov>
Date: Monday, March 7, 2016 at 9:52 AM
To: Geri <geri@progressiveagenda.us>, John Del Ceccato <jfdc@akpdmedia.com>
Cc: Tom Snyder <tsnyder@cityhall.nyc.gov>, Kevin O'Brien <KOBrien@cityhall.nyc.gov>
Subject: FYI

Carried interest in NYS

* Two assemblymen plan to introduce a bill today that's intended to help close the so-called carried interest loophole, which allows fund managers to pay a substantially lower federal tax rate on much of their income, The New York Times reports: <http://goo.gl/LbLigg>

STEPHANIE YAZGI

syazgi@cityhall.nyc.gov

m) 917 374 8235 | Office of the Mayor



please don't print this e-mail unless you really need to

From: [Wolfe, Emma](#)
To: [Yazgi, Stephanie](#); [Snyder, Thomas](#); [Soliman, Sherif](#); [Shorris, Anthony](#); [Williams, Dominic](#); [Fuleihan, Dean \(OMB\)](#)
Cc: [O'Brien, Kevin](#); [Geri Prado](#); [jfdc](#); [Zuniga, Andrea](#); [Gann, Georgia](#); [Schwartz, Regina](#)
Subject: RE: Carried Interest Bill in State Legislature.
Date: Monday, March 07, 2016 12:15:16 PM

+AZ, GG [REDACTED]

From: Yazgi, Stephanie
Sent: Monday, March 07, 2016 11:24 AM
To: Snyder, Thomas; Soliman, Sherif; Shorris, Anthony; Williams, Dominic; Fuleihan, Dean (OMB); Wolfe, Emma
Cc: O'Brien, Kevin; Geri Prado; jfdc
Subject: RE: Carried Interest Bill in State Legislature.

[REDACTED]

[REDACTED]

From: Snyder, Thomas
Sent: Monday, March 07, 2016 11:11 AM
To: Soliman, Sherif; Shorris, Anthony; Williams, Dominic; Fuleihan, Dean (OMB); Wolfe, Emma
Cc: Yazgi, Stephanie; O'Brien, Kevin; Geri Prado; jfdc
Subject: Carried Interest Bill in State Legislature.

[REDACTED]

[REDACTED]

From: "Soliman, Sherif" <SSoliman@cityhall.nyc.gov>
Date: Monday, March 7, 2016 at 10:27 AM
To: Tom Snyder <tsnyder@cityhall.nyc.gov>
Subject: RE: FYI

[REDACTED]

STATE OF NEW YORK

9459

IN ASSEMBLY

March 4, 2016

Introduced by M. of A. AUBRY, BICHOTTE, BRINDISI -- read once
and

referred to the Committee on Ways and Means
AN ACT to amend the tax law, in relation to investment
management

services to a partnership or other entity

The People of the State of New York, represented in Senate and

Assem-

bly, do enact as follows:

1 Section 1. Paragraph (a) of subdivision 6 of section 208 of the
tax

2 law, as amended by section 5 of part T of chapter 59 of the
laws of
3 2015, is amended to read as follows:
4 (a) (i) The term "investment income" means income, including
capital
5 gains in excess of capital losses, from investment capital, to
the
6 extent included in computing entire net income, less, (A) in
the
7 discretion of the commissioner, any interest deductions
allowable in
8 computing entire net income which are directly or indirectly
attribut-
9 able to investment capital or investment income, (B) any of capital
gain
10 included in federal taxable income that has to be
recharacterized as
11 business income pursuant to paragraph (u) of subdivision nine of
this
12 section; provided, however, that in no case shall investment
income
13 exceed entire net income. (ii) If the amount of interest
deductions
14 subtracted under subparagraph (i) of this paragraph exceeds
investment
15 income, the excess of such amount over investment income must be
added
16 back to entire net income. (iii) If the taxpayer's investment
income
17 determined without regard to the interest deductions subtracted
under
18 subparagraph (i) of this paragraph comprises more than eight
percent of
19 the taxpayer's entire net income, investment income determined
without
20 regard to such interest deductions cannot exceed eight percent of
the
21 taxpayer's entire net income.
22 § 2. Subparagraph (ix) of paragraph (a) of subdivision 1 of
section
23 210 of the tax law is amended by adding a new clause 8 to
read as
24 follows:
25 (8) the net operating loss deduction allowed under section one
hundred
26 seventy-two of the internal revenue code shall for purposes of
this
27 paragraph be determined taking into consideration the re-
characteriza-

EXPLANATION--Matter in italics (underscored) is new; matter in
brackets

[] is old law to be omitted.

LBD14325-

02-6

A. 9459 2
1 tion of income pursuant to paragraph (u) of subdivision nine of
section
2 two hundred eight of this article.
3 § 3. Subdivision 9 of section 208 of the tax law is amended by
adding
4 a new paragraph (u) to read as follows:
5 (u) Special rule for corporate partners performing investment
manage-
6 ment services. In the case of a taxpayer that is a partner who
performs
7 investment management services (as defined in subsection (h) of
section
8 six hundred thirty-one of this chapter) for the partnership, the
taxpay-
9 er will not be treated as a partner for purposes of this article
with
10 respect to the amount of the partner's distributive share of
income,

11 gain, loss and deduction (including any guaranteed payments) which
12 is in excess of the amount that such distributive share would have been if
13 the partner had performed no investment management services. Instead,
14 such excess amount shall be treated as an amount received from a
15 trade or business carried on by the taxpayer, and notwithstanding any
16 state or federal law to the contrary, such excess amount shall be
17 characterized as a payment for services rendered. For purposes of this paragraph,
18 the amount of the distributive share that would have been determined if
19 the partner performed no services, shall not be less than zero.

20 § 4. Section 210 of the tax law is amended by adding a new
subdivision

21 4 to read as follows:

22 4. Rule for investment management services to a partnership or
23 other entity. For purposes of subdivision three of this section, the
24 amount of distributive share of partnership income, gain, loss or
25 deduction (including any guaranteed payments) received as a partner by a
26 corpo- ration which renders investment management services to a
27 partnership or other entity, as defined in subsection (h) of section six hundred
28 thir-
29 ty-one of this chapter, which is in excess of the amount that
30 such distributive share would have been if the partner had
31 performed no investment management services, shall be treated as a business
32 receipt that arises from the performance of services. For purposes of
33 this subdivision, the amount of the distributive share that would have
34 been determined if the partner performed no services, shall not be less
35 than zero.

chap- § 5. Subsection (b) of section 617 of the tax law, as amended by
36 ter 606 of the laws of 1984, is amended to read as follows:

37 (b) Character of items. Each item of partnership and S
corporation
38 income, gain, loss, or deduction shall have the same character
for a
39 partner or shareholder under this article as for federal income
tax
40 purposes. Where an item is not characterized for federal income
tax
41 purposes, it shall have the same character for a partner or
shareholder
42 as if realized directly from the source from which realized by the
part-
43 nership or S corporation or incurred in the same manner as
incurred by
44 the partnership or S corporation. See subsections (f) and
45 (g) of section six hundred thirty-two of this article for special rules
46 for partners and shareholders performing investment management services.

chap- § 6. Subsection (d) of section 631 of the tax law, as amended by
47 ter 28 of the laws of 1987, is amended to read as follows:

48 (d) Purchase and sale for own account.-- A nonresident, other

(1)

than
50 a dealer holding property primarily for sale to customers in the
ordi-
51 nary course of his or her trade or business, shall not be
deemed to
52 carry on a business, trade, profession or occupation in this state
sole-
53 ly by reason of the purchase and sale of property or the purchase,
sale
54 or writing of stock option contracts, or both, for his or her
own
55 account.
A. 9459 3

1 (2) This subsection shall not apply to a partner or
shareholder
2 performing investment management services as described under
subsection
3 (h) of this section.

4 § 7. Section 631 of the tax law is amended by adding a new
subsection
5 (h) to read as follows:

6 (h) Investment management services. (1) For purposes of this
section,
7 the term "investment management services" to a partnership, S
corpo-
8 ration or other entity means providing a substantial quantity of
any of
9 the following services to the partnership, S corporation or other
enti-
10 ty:
11 (i) advising the partnership, S corporation, or entity as to
the
12 advisability of investing in, purchasing, or selling any
specified
13 asset, or
14 (ii) managing, acquiring, or disposing of any specified asset, or
15 (iii) arranging financing with respect to acquiring specified
assets,
16 or
17 (iv) any activity in support of any service described in
subparagraphs
18 (i) through (iii) of this paragraph.

19 (2) For purposes of this subsection, the term "specified asset"
means
20 securities (as defined in section four hundred seventy-five
(c)(2) of
21 the internal revenue code without regard to the last sentence
thereof),

22 real estate held for rental or investment, interests in
partnerships,
23 commodities (as defined in section four hundred seventy-five
(e)(2) of
24 the internal revenue code), or options or derivative contracts
with
25 respect to any of the foregoing.

26 (3) A partner or shareholder will not be deemed to be
providing
27 investment management services under this subsection if at least
eighty
28 percent of the average fair market value of the specified assets of
the
29 partnership, S corporation or other entity during the taxable
year
30 consist of real estate.

31 § 8. Section 632 of the tax law is amended by adding two
new
32 subsections (f) and (g) to read as follows:

33 (f) Special rule for partners performing investment
management
34 services. In the case of a partner who performs investment

management

35 services for the partnership, the partner will not be treated as a
36 part-
37 ner for purposes of this article with respect to the amount of the
38 part-
39 ner's distributive share of income, gain, loss and deduction
40 (including
41 any guaranteed payments) which is in excess of the amount such
42 distribu-
43 tive share would have been if the partner had performed no
44 investment
45 management services. Instead, such excess amount shall be treated
46 as an
47 amount received from a trade, business, profession or occupation
48 carried
49 on in the partner's own capacity for purposes of this article.
50 Notwith-
51 standing any state or federal law to the contrary, such excess
52 amount
53 shall be characterized as a payment for services rendered for
54 purposes
55 of this article, and for purposes of section six hundred thirty-
56 one of
57 this article shall be allocated in accordance with the rules and
58 regu-
59 lations applicable to:
60 (1) individuals rendering personal services in the case of an
61 individ-
62 ual partner, or
63 (2) a business carried on in New York in the case of a partner
64 that is
65 a partnership, estate or trust, or
66 (3) a corporation under articles nine-A and thirty-two of this
67 chapter
68 in the case of a partner that is an S corporation.
69 For purposes of this subsection, the amount of the distributive
70 share
71 that would have been determined if the partner performed no
72 services,
73 shall not be less than zero.

A. 9459

4

1 (g) Special rule for shareholders performing investment
2 management
3 services. In the case of a shareholder who performs investment
4 manage-
5 ment services for the S corporation, the shareholder will not be
6 treated
7 as a shareholder for purposes of this article with respect to the
8 amount
9 of the shareholder's pro rata share of income, gain, loss and
10 deduction
11 which is in excess of the amount such pro rata share would have
12 been if
13 the shareholder had performed no investment management
14 services.
15 Instead, such excess amount shall be treated as an amount received
16 from
17 a trade, business, profession or occupation carried on in the
18 sharehold-
19 er's own capacity for purposes of this article. Notwithstanding
20 any
21 state or federal law to the contrary, such excess amount shall be
22 char-
23 acterized as a payment for services rendered for purposes of this
24 arti-
25 cle, and for purposes of section six hundred thirty-one of this
26 article
27 shall be allocated in accordance with the rules and regulations
28 applica-
29 ble to:

16 (1) individuals rendering personal services in the case of an
 17 individual-
 18 ual shareholder, or
 19 (2) a business carried on in New York in the case of a
 20 shareholder
 21 that is an estate or trust.
 22 For purposes of this subsection, the amount of the pro rata share
 23 that
 24 would have been determined if the shareholder performed no
 25 services,
 26 shall not be less than zero.
 27 § 9. For taxable years beginning on or after January 1, 2016
 28 and
 29 before January 1, 2017, (i) no addition to tax under subsection
 30 (c) of
 31 section 685 or subsection (c) of section 1085 of the tax law
 32 shall be
 33 imposed with respect to any underpayment attributable to the
 34 amendments
 35 made by this act of any estimated taxes that are required to be
 36 paid
 37 prior to the effective date of this act, provided that the
 38 taxpayer
 39 timely made those payments; and (ii) the required installment of
 40 esti-
 41 mated tax described in clause (ii) of subparagraph (B) of paragraph
 42 3 of
 43 subsection (c) of section 685 of the tax law, and the exception to
 44 addi-
 45 tion for underpayment of estimated tax described in paragraph 1 or
 46 2 of
 47 subsection (d) of section 1085 of the tax law, in relation to
 the
 preceding year's return, shall be calculated as if the amendments
 made
 by this act had been in effect for that entire preceding year.
 § 10. This act shall take effect upon enactment into law by the
 states
 of Connecticut, New Jersey and Massachusetts of legislation having
 an
 identical effect with this act, but if the states of Connecticut,
 New
 Jersey and Massachusetts shall have already enacted such
 legislation,
 this act shall take effect immediately; provided that the
 commissioner
 of taxation and finance shall notify the legislative bill
 drafting
 commission upon the enactment of such legislation by the
 states of
 Connecticut, New Jersey and Massachusetts in order that such
 commission
 may maintain an accurate and timely effective data base of the
 official
 text of the laws of the state of New York in furtherance of
 effectuating
 the provisions of section 44 of the legislative law and section 70-
 b of
 the public officers law.

NEW YORK STATE ASSEMBLY
MEMORANDUM IN SUPPORT OF LEGISLATION
submitted in accordance with Assembly Rule III, Sec 1(f)

BILL NUMBER: A9459

SPONSOR: Aubry (MS)

TITLE OF BILL:

An act to amend the tax law, in relation to investment management

services to a partnership or other entity

PURPOSE:

This bill aims to close the Carried Interest Tax Loophole on the State level by taxing the Carried Interest Income of hedgefund and private equity investors as traditional ordinary earned income.

SUMMARY OF PROVISIONS:

Section 1: of the bill amends the tax law by adding (a) (i) The term "investment income" means income, including capital gains in excess of capital losses, from investment capital, to the extent included in computing entire net income, less, any of capital gain included in federal taxable income that has to be recharacterized as business income

Section 2: of the bill adds the net operating loss deduction allowed under section one hundred seventy-two of the internal revenue code shall for purposes of this Paragraph be determined taking into consideration the re-characterization of income

Sections 3: of the bill provides a special rule Special rule for corporate partners performing investment management services.

Section 4: of the bill provides rules for investment management services to a partnership or other entity.

Section 6: clarifies that this subsection shall not apply to a partner or shareholder performing investment management services

Subsection 7: of the bill amends the tax law by adding the definition of the term 'Investment Management Services' and 'Specified assets

Section 8: of the bill amends the Tax Law by adding a special rule for partners performing investment management services.

Section 10: of the bill provides that This act shall take effect upon enactment into law by the states of Connecticut, New Jersey and Massachusetts of legislation having an identical effect with this act, but if the states of Connecticut, New Jersey and Massachusetts shall have already enacted such legislation, this act shall take effect immediately; provided that the commissioner of taxation and finance shall notify the legislative bill drafting commission upon the enactment of such legislation by the states of Connecticut, New Jersey and Massachusetts in order that such commission may maintain an accurate and timely effective data base of the official text of the laws of the state of New York in furtherance of effectuating the provisions of section 44 of the legislative law and section 70-b of 19 the public officers law.

JUSTIFICATION:

Currently the Carried Interest Tax Loophole in the federal tax code allows hedgefund investment managers and private equity billionaires to declare as carried interest a percentage of their investment fee to get a lower tax rate. The returns from these fees which can be sizeable-- typically qualify as long-term capital gains--and as such are treated much differently and are taxed at a much lower rate than ordinary income. This essentially enables these private equity and hedgefund managers to pay a substantially lower tax rate - 20 percent instead of 39 percent- this is fundamentally unfair.

With the considerable gridlock at the federal level on nearly every issue facing the American people, the Patriotic Millionaires recognize the power that New York can wield in eliminating the preferential tax treatment that hedge fund managers enjoy. New York's private equity and hedge funds earn \$18.9 billion per year in under-taxed carried interest, using conservative estimates. It is unconscionable that money managers in New York pay a lower tax rate on income that they earn by investing other people's money than hard working New Yorkers in every city and town from Long Island to Buffalo.

Closing the loophole will benefit the economy far beyond the more than \$3.7 billion in tax revenue it would raise for New York State. It would generate significant tax receipts (with projections ranging from \$1.8 to \$18 billion a year nationwide) and serve as a sign to the rest of the country that the New York State Legislature is able to create reasonable comprehensive tax reform that does not seek to further enrich members of the economic elite on the backs of everyday working Americans.

LEGISLATIVE HISTORY:

This is a new bill.

FISCAL IMPLICATIONS:

None.

EFFECTIVE DATE:

This act shall take effect upon enactment into law by the states of

Connecticut, New Jersey and Massachusetts of legislation having an identical effect with this act, but if the states of Connecticut, New Jersey and Massachusetts shall have already enacted such legislation, this act shall take effect immediately; provided that the commissioner of taxation and finance shall notify the legislative bill drafting commission upon the enactment of such legislation by the states of Connecticut, New Jersey and Massachusetts in order that such commission may maintain an accurate and timely effective data base of the official text of the laws of the state of New York in furtherance of effectuating the provisions of section 44 of the legislative law and section 70-b of 19 the public officers law.

[Status Text Summary Sponsor's Memo Unformatted Text Bill File Mayor Posn Same-As History Bill Text PDF](#)
[Refine Report New Report Action Results Previous Document](#)

Bottom of Form

From: Snyder, Thomas
Sent: Monday, March 07, 2016 10:18 AM
To: Soliman, Sherif
Subject: FW: FYI

[REDACTED]

From: Stephanie Yazgi <syazgi@cityhall.nyc.gov>
Date: Monday, March 7, 2016 at 9:52 AM
To: Geri <geri@progressiveagenda.us>, John Del Ceccato <jfdc@akpdmmedia.com>
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From: [O'Brien, Kevin](#)
To: [jfdc; Yazgi, Stephanie](#)
Subject: RE: Carried Interest Bill in State Legislature.
Date: Monday, March 07, 2016 12:24:30 PM

[REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Monday, March 07, 2016 12:23 PM
To: Yazgi, Stephanie
Cc: O'Brien, Kevin
Subject: Re: Carried Interest Bill in State Legislature.

[REDACTED]

On Mar 7, 2016, at 12:03 PM, Yazgi, Stephanie <syazgi@cityhall.nyc.gov> wrote:

[REDACTED]
[REDACTED]
[REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Monday, March 07, 2016 12:01 PM
To: Yazgi, Stephanie
Subject: Re: Carried Interest Bill in State Legislature.

[REDACTED]
[REDACTED]

From: Stephanie Yazgi <syazgi@cityhall.nyc.gov>
Date: Monday, March 7, 2016 at 11:23 AM
To: "Snyder, Thomas" <TSnyder@cityhall.nyc.gov>, "Soliman, Sherif" <SSoliman@cityhall.nyc.gov>, Anthony Shorris <AShorris@cityhall.nyc.gov>, Dominic Williams <DWilliams@cityhall.nyc.gov>, "Fuleihan, Dean (OMB)" <fuleihand@omb.nyc.gov>, "Wolfe, Emma" <EWolfe@cityhall.nyc.gov>
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To: Tom Snyder <tsnyder@cityhall.nyc.gov>

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Below is the bill that has been introduced on Friday.

STATE OF NEW YORK

9459

IN ASSEMBLY

March 4, 2016

Introduced by M. of A. AUBRY, BICHOTTE, BRINDISI --
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less, (A) in the

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deductions allowable in

8 computing entire net income which are directly or
indirectly attribut-

9 able to investment capital or investment income, (B) any
of capital gain

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recharacterized as

11 business income pursuant to paragraph (u) of subdivision
nine of this

12 section; provided, however, that in no case shall
investment income

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14 subtracted under subparagraph (i) of this paragraph
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15 income, the excess of such amount over investment income
must be added

16 back to entire net income. (iii) If the taxpayer's
investment income

17 determined without regard to the interest deductions
subtracted under

18 subparagraph (i) of this paragraph comprises more than
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LBD14325-02-6

A. 9459

2

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30 distributive share would have been if the partner
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81 A. 9459

3

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five (c)(2) of
21 the internal revenue code without regard to the last
sentence thereof),
22 real estate held for rental or investment, interests in
partnerships,
23 commodities (as defined in section four hundred seventy-
five (e)(2) of
24 the internal revenue code), or options or derivative
contracts with
25 respect to any of the foregoing.
26 (3) A partner or shareholder will not be deemed
to be providing
27 investment management services under this subsection if at
least eighty
28 percent of the average fair market value of the specified
assets of the
29 partnership, S corporation or other entity during the
taxable year
30 consist of real estate.
31 § 8. Section 632 of the tax law is amended by
adding two new
32 subsections (f) and (g) to read as follows:
33 (f) Special rule for partners performing
investment management
34 services. In the case of a partner who performs
investment management
35 services for the partnership, the partner will not be
treated as a part-
36 ner for purposes of this article with respect to the
amount of the part-
37 ner's distributive share of income, gain, loss and
deduction (including
38 any guaranteed payments) which is in excess of the amount
such distribu-
39 tive share would have been if the partner had performed
no investment
40 management services. Instead, such excess amount shall be
treated as an
41 amount received from a trade, business, profession or
occupation carried
42 on in the partner's own capacity for purposes of this
article. Notwith-
43 standing any state or federal law to the contrary, such
excess amount
44 shall be characterized as a payment for services
rendered for purposes
45 of this article, and for purposes of section six hundred
thirty-one of
46 this article shall be allocated in accordance with the
rules and regu-
47 lations applicable to:
48 (1) individuals rendering personal services in the case
of an individ-
49 ual partner, or

50 (2) a business carried on in New York in the case of a
51 partner that is

52 a partnership, estate or trust, or

53 (3) a corporation under articles nine-A and thirty-two
54 of this chapter

55 in the case of a partner that is an S corporation.

56 For purposes of this subsection, the amount of the
57 distributive share

58 that would have been determined if the partner
59 performed no services,

60 shall not be less than zero.

61 A. 9459

4

62 (g) Special rule for shareholders performing
63 investment management

64 services. In the case of a shareholder who performs
65 investment manage-

66 ment services for the S corporation, the shareholder will
67 not be treated

68 as a shareholder for purposes of this article with respect
69 to the amount

70 of the shareholder's pro rata share of income, gain, loss
71 and deduction

72 which is in excess of the amount such pro rata share would
73 have been if

74 the shareholder had performed no investment
75 management services.

76 Instead, such excess amount shall be treated as an amount
77 received from

78 a trade, business, profession or occupation carried on in
79 the sharehold-

80 er's own capacity for purposes of this article.

81 Notwithstanding any

82 state or federal law to the contrary, such excess amount
83 shall be char-

84 acterized as a payment for services rendered for purposes
85 of this arti-

86 cle, and for purposes of section six hundred thirty-one of
87 this article

88 shall be allocated in accordance with the rules and
89 regulations applica-

90 ble to:

91 (1) individuals rendering personal services in the case
92 of an individ-

93 ual shareholder, or

94 (2) a business carried on in New York in the case of
95 a shareholder

96 that is an estate or trust.

97 For purposes of this subsection, the amount of the pro
98 rata share that

99 would have been determined if the shareholder
100 performed no services,

101 shall not be less than zero.

102 § 9. For taxable years beginning on or after January
103 1, 2016 and
104 before January 1, 2017, (i) no addition to tax under
105 subsection (c) of

106 section 685 or subsection (c) of section 1085 of the tax
107 law shall be

108 imposed with respect to any underpayment attributable to
109 the amendments

110 made by this act of any estimated taxes that are
111 required to be paid

112 prior to the effective date of this act, provided
113 that the taxpayer

114 timely made those payments; and (ii) the required
115 installment of esti-

116 mated tax described in clause (ii) of subparagraph (B) of
117 paragraph 3 of

118 subsection (c) of section 685 of the tax law, and the
119 exception to addi-

120 tion for underpayment of estimated tax described in

paragraph 1 or 2 of

33 subsection (d) of section 1085 of the tax law, in
relation to the

34 preceding year's return, shall be calculated as if the
amendments made

35 by this act had been in effect for that entire preceding
year.

36 § 10. This act shall take effect upon enactment into law
by the states

37 of Connecticut, New Jersey and Massachusetts of
legislation having an

38 identical effect with this act, but if the states of
Connecticut, New

39 Jersey and Massachusetts shall have already enacted
such legislation,

40 this act shall take effect immediately; provided that
the commissioner

41 of taxation and finance shall notify the legislative
bill drafting

42 commission upon the enactment of such legislation by
the states of

43 Connecticut, New Jersey and Massachusetts in order that
such commission

44 may maintain an accurate and timely effective data base
of the official

45 text of the laws of the state of New York in furtherance
of effectuating

46 the provisions of section 44 of the legislative law and
section 70-b of

47 the public officers law.

NEW YORK STATE ASSEMBLY
MEMORANDUM IN SUPPORT OF LEGISLATION
submitted in accordance with Assembly Rule III, Sec 1(f)

BILL NUMBER: A9459

SPONSOR: Aubry (MS)

TITLE OF BILL:

An act to amend the tax law, in relation to investment management services to a partnership or other entity

PURPOSE:

This bill aims to close the Carried Interest Tax Loophole on the State level by taxing the Carried Interest Income of hedgefund and private equity investors as traditional ordinary earned income.

SUMMARY OF PROVISIONS:

Section 1: of the bill amends the tax law by adding (a) (i) The term "investment income" means income, including capital gains in excess of capital losses, from investment capital, to the extent included in computing entire net income, less, any of capital gain included in federal taxable income that has to be recharacterized as business income
Section 2: of the bill adds the net operating loss deduction allowed under section one hundred seventy-two of the internal revenue code shall for purposes of this Paragraph be determined taking into consideration the re-characterization of income
Sections 3: of the bill provides a special rule Special rule for corpo-rate partners performing investment management services.

Section 4: of the bill provides rules for investment management services to a partnership or other entity.
Section 6: clarifies that this subsection shall not apply to a partner or shareholder performing investment management services
Subsection 7: of the bill amends the tax law by adding the definition of the term 'Investment Management Services' and 'Specified assets'
Section 8: of the bill amends the Tax Law by adding a special rule for partners performing investment management services.
Section 10: of the bill provides that This act shall take effect upon enactment into law by the states of Connecticut, New Jersey and Massachusetts of legislation having an identical effect with this act, but if the states of Connecticut, New Jersey and Massachusetts shall have already enacted such legislation, this act shall take effect immediately; provided that the commissioner of taxation and finance shall notify the legislative bill drafting commission upon the enactment of such legislation by the states of Connecticut, New Jersey and Massachusetts in order that such commission may maintain an accurate and timely effective data base of the official text of the laws of the state of New York in furtherance of effectuating the provisions of section 44 of the legislative law and section 70-b of 19 the public officers law.

JUSTIFICATION:

Currently the Carried Interest Tax Loophole in the federal tax code allows hedgefund investment managers and private equity billionaires to declare as carried interest a percentage of their investment fee to get a lower tax rate. The returns from these fees which can be sizeable-- typically qualify as long-term capital gains--and as such are treated much differently and are taxed at a much lower rate than ordinary income. This essentially enables these private equity and hedgefund managers to pay a substantially lower tax rate - 20 percent instead of 39 percent- this is fundamentally unfair. With the considerable gridlock at the federal level on nearly every issue facing the American people, the Patriotic Millionaires recognize the power that New York can wield in eliminating the preferential tax treatment that hedge fund managers enjoy. New York's private equity and hedge funds earn \$18.9 billion per year in under-taxed carried interest, using conservative estimates. It is unconscionable that money managers in New York pay a lower tax rate on income that they earn by investing other people's money than hard working New Yorkers in every city and town from Long Island to Buffalo. Closing the loophole will benefit the economy far beyond the more than \$3.7 billion in tax revenue it would raise for New York State. It would generate significant tax receipts (with projections ranging from \$1.8 to \$18 billion a year nationwide) and serve as a sign to the rest of

the country that the New York State Legislature is able to create reasonable comprehensive tax reform that does not seek to further enrich members of the economic elite on the backs of everyday working Americans.

LEGISLATIVE HISTORY:

This is a new bill.

FISCAL IMPLICATIONS:

None.

EFFECTIVE DATE:

This act shall take effect upon enactment into law by the states of Connecticut, New Jersey and Massachusetts of legislation having an identical effect with this act, but if the states of Connecticut, New Jersey and Massachusetts shall have already enacted such legislation, this act shall take effect immediately; provided that the commissioner of taxation and finance shall notify the legislative bill drafting commission upon the enactment of such legislation by the states of Connecticut, New Jersey and Massachusetts in order that such commission may maintain an accurate and timely effective data base of the official text of the laws of the state of New York in furtherance of effectuating the provisions of section 44 of the legislative law and section 70-b of 19 the public officers law.

[Status Text Summary Sponsor's Memo Unformatted Text Bill File Mayor Posn Same-As History Bill Text PDF](#)

[Refine Report New Report Action Results Previous Document](#)

Bottom of Form

From: Snyder, Thomas
Sent: Monday, March 07, 2016 10:18 AM
To: Soliman, Sherif
Subject: FW: FYI

[REDACTED]

From: Stephanie Yazgi <syazgi@cityhall.nyc.gov>
Date: Monday, March 7, 2016 at 9:52 AM
To: Geri <geri@progressiveagenda.us>, John Del Ceccato <jfdc@akpdmedia.com>
Cc: Tom Snyder <tsnyder@cityhall.nyc.gov>, Kevin O'Brien <KOBrien@cityhall.nyc.gov>
Subject: FYI

Carried interest in NYS

* Two assemblymen plan to introduce a bill today that's intended to help close the so-called carried interest loophole, which allows fund managers to pay a substantially lower federal tax rate on much of their income, The New York Times reports: <http://goo.gl/LbLigg>

STEPHANIE YAZGI

syazgi@cityhall.nyc.gov

m) 917 374 8235 | Office of the Mayor



please don't print this e-mail unless you really need to

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#) [REDACTED] [jfdc](#)
Subject: MINI SCHEDULE- Tuesday, March 08, 2016
Date: Monday, March 07, 2016 8:17:08 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, March 08, 2016

WEATHER: Hi of 65 Low of 50, Partly Cloudy
ATTIRE: Business
Notes: [REDACTED]

7:00 - 11:00 AM TRAVEL FROM GRACIE MANSION TO HOLY FAMILY R.C. CHURCH, 403 UNION STREET, ROCKLAND, MA

Travel Time: 4 Hrs.

Car: [REDACTED]

Follow Up Car: [REDACTED]

9:00 - 9:30 AM

CALL [REDACTED]

Call in: [REDACTED]

Code: [REDACTED]

9:30 - 10:00 AM

NEWS WITH KAREN

10:00 - 10:30 AM

CALL [REDACTED]

Call in: [REDACTED]

Code: [REDACTED]

11:00 - 1:00 PM

ATTEND THE FUNERAL OF WILLIAM E. BRATTON

Location: Holy Family R.C. Church, 403 Union Street, Rockland, MA

Staff Contact: Kayla Arslanian

Telephone: [REDACTED]

Press Contact: Peter Kadushin

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

[REDACTED]

[REDACTED]

1:00 - 2:00 PM

[REDACTED]

2:00 - 2:15 PM

[REDACTED]

[REDACTED]

Call in: [REDACTED]
Code: [REDACTED]

2:30 - 3:00 PM
U.S. SUPREME COURT

PARTICIPATE IN THE NATIONAL PRESS CALL – AMICUS BRIEF FILING TO THE

Notes: CALL: [REDACTED]
CODE: [REDACTED]
-Press STAR (*) and enter ORGANIZER PIN: [REDACTED]
Staff Contact: Kayla Arslanian
Telephone: [REDACTED]
Press Contact: Amy Spitalnick
Telephone: [REDACTED]
Press: Open

3:15 - 3:20 PM

CALL WITH BETTY ROSA

Notes YOU call [REDACTED]

3:20 - 7:00 PM

[REDACTED]

7:00 - 11:00 PM

DEPART [REDACTED]
Travel Time: 4 Hrs
Car: [REDACTED]
Follow Up Car: [REDACTED]

7:30 - 8:00 PM

CALL [REDACTED]
Call in: [REDACTED]
Code: [REDACTED]

8:00 - 8:15 PM

[REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]

8:30 - 8:45 PM

CALL WITH CARL WEISBROD REGARDING [REDACTED]
Notes: YOU call [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

10:00AM

C/M Cumbo "Sex Trafficking" 100 people

11:00AM

"The Rape Whistle Choir of America" Women Issues 50 people

FLONYC SCHEDULE

7:10 - 7:30 AM

IN-PERSON INTERVIEW WITH PIX 11 MORNING NEWS WITH DR. BELKIN ON

THRIVENYC

8:00 - 8:30 AM

[REDACTED]

8:30 - 9:30 AM	REMARKS AT UN WOMEN "HEFORSHE" ARTS WEEK LAUNCH EVENT	
10:00 - 10:30 AM	EMPIRE STATE BUILDING LIGHTING WITH EMMA WATSON	
10:40 - 10:55 AM	IN-PERSON INTERVIEW WITH DAYNA EVANS, NY MAGAZINE	
2:15 - 3:30 PM	REMARKS AT INFORMATION SESSION FOR NYC	KOREAN-AMERICAN
	IMMIGRANTS & INTRODUCE "TALK TO YOUR BABY" LANGUAGE EXPANSION	
4:30 - 5:30 PM		
5:30 - 7:00 PM		
7:00 - 8:00 PM		

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [ifdc](#); [Geri Prado](#)
Subject: MINI SCHEDULE - Wednesday, March 09, 2016
Date: Tuesday, March 08, 2016 7:13:39 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, March 09, 2016

WEATHER: Hi of 74 Low of 58, Partly Cloudy
ATTIRE: Business

7:30 - 8:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins
Car: [REDACTED]

8:30 - 9:30 AM [REDACTED]
[REDACTED] [REDACTED]

10:00 - 10:30 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins
Car: [REDACTED]

10:00 - 10:30 AM NEWS WITH MONICA

10:30 - 12:00 PM [REDACTED] MEETING WITH THE CHANCELLOR
Location: City Hall, The Blue Room

12:00 - 12:30 PM PREP [REDACTED]
Location: City Hall, The Mayor's Office

12:30 - 1:30 PM REMARKS AT HOUSING RALLY
Location: City Hall Steps
Staff Contact: Wiley Norvell
Telephone: [REDACTED]
Press Contact: Austin Finan
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

1:30 - 2:00 PM TRAVEL FROM CITY HALL TO GRACIE MANSION
Location: 30 Mins.
Travel Time: [REDACTED]

2:00 - 2:30 PM

[REDACTED]
Location: [REDACTED]

2:30 - 3:30 PM

[REDACTED] MEETING WITH FLONYC
Location: Gracie Mansion

3:30 - 4:00 PM

[REDACTED]

4:00 - 5:00 PM

MEETING [REDACTED]
Location: Gracie Mansion

5:00 - 6:00 PM

MEETING [REDACTED]
Location: Gracie Mansion

6:00 - 6:30 PM

[REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]

6:30 - 7:00 PM

[REDACTED]
Location: [REDACTED]

7:00 - 8:00 PM

[REDACTED] TELE TOWN HALL
Location: Gracie Mansion
Telephone: [REDACTED]
PIN: [REDACTED]
Staff Contact: Rick Fromberg
Telephone: [REDACTED]
Press Contact: Austin Finan
Telephone: [REDACTED]

8:00 - 8:15PM

TRAVEL FROM GRACIE MANSION TO [REDACTED]
Location: 30 Rockefeller Center - 49 W 49th Street, between 5th Ave
and 6th Ave - Studio: 3A
Car: [REDACTED]

8:30 - 8:45 PM

[REDACTED]
Location: [REDACTED]
[REDACTED]
Notes: [REDACTED]

8:45 - 9:00 PM

TRAVEL FROM [REDACTED] TO GRACIE MANSION
Location: 30 Mins.
Travel Time: [REDACTED]

[REDACTED]

9:00 - 10:00 PM



CITY HALL STEPS PRESS CONFERENCES

11:00 AM

Coalition for Asian American Children & Families "15% & Growing Advocacy

Day" 100 people

12:00 PM

Citizens Committee for Children "Child Care" 100 people

FLONYC SCHEDULE

10:30 - 2:00 PM



2:00 - 2:30 PM



2:30 - 3:30 PM



MEETING WITH MBDB

3:30 - 9:00 PM



7:00 - 8:00 PM



9:00 - 10:00 PM



From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Thursday, March 10, 2016
Date: Wednesday, March 09, 2016 7:55:41 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, March 10, 2016

WEATHER: Hi of 75 Low of 55, Partly Cloudy
ATTIRE: Business
Note: [REDACTED]

8:00 - 8:30 AM TRAVEL FROM GRACIE MANSION TO 345 PARK AVENUE
Travel Time: 30 Mins.
Car: [REDACTED]

8:30 - 9:30 AM ATTEND PARTNERSHIP FOR NEW YORK EXECUTIVE COMMITTEE MEETING
Location: Blackstone, 345 Park Avenue, 43rd floor (51st St. & Park Ave.)
Staff Contact: Gabrielle Fialkoff
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]
Remarks: Prepared

9:30 - 10:00 AM TRAVEL FROM 345 PARK AVENUE TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:00 AM NEWS WITH PETER

10:00 - 11:00 AM SENIOR STAFF MEETING
Location: City Hall, The COW

11:00 - 11:10 AM PREP [REDACTED]
Location: The Mayor's Office

11:10 - 11:30 AM MEETING WITH KATHLEEN ROBERTS
Location: City Hall, The Mayor's Office
Travel Time: 20 Mins.

11:30 - 12:00 PM [REDACTED]

[REDACTED]

Location: [REDACTED]

12:00 - 1:30 PM

MEETING WITH FEDERATION OF PROTESTANT WELFARE AGENCIES

Location: City Hall, The Blue Room

Site Contact: Jonathan Soto

Telephone: [REDACTED]

Remarks: Prepared

1:30 - 2:00 PM

TRAVEL FROM CITY HALL TO 51 NEVINS STREET, BROOKLYN

Travel Time: 30 Mins.

Car: [REDACTED]

2:00 - 3:30 PM

HOUSING AVAIL WITH AG SCHNEIDERMAN (ON/OFF Q&A)

Location: 51 Nevins Street, Brooklyn-Institute for Community Living.

Site Contact: Brenda West-Phalen

Telephone: [REDACTED]

Staff Contact: Wiley Norvell

Telephone: [REDACTED]

Press Contact: Austin Finan

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

3:30 - 4:00 PM

TRAVEL FROM 51 NERVINS STREET TO CITY HALL

Travel Time: 30 Mins.

Car: [REDACTED]

4:00 - 5:00 PM

[REDACTED]

Location: [REDACTED]

5:00 - 5:30 PM

[REDACTED]

Location: [REDACTED]

5:30 - 6:00 PM

MEETING WITH RACHEL & TOM

Location: The Mayor's Office

6:00 - 6:30 PM

[REDACTED]

Location: [REDACTED]

6:30 - 7:00 PM

MEETING WITH DM GLEN

Location: City Hall, The Mayor's Office

7:00 - 7:30 PM

TRAVEL FROM CITY HALL TO GRACIE MANSION

Travel Time: 30 Mins.

Car : [REDACTED]

7:30 - 9:30 PM

[REDACTED] MEETING

Location: Gracie Mansion

Call In: [REDACTED]

Code: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

11:00 AM Justice Committee "Police Reform" 50 people

12:00 PM Lunch for Learning Parents Caucus "Food and Education" 50 people

1:00 PM Public Advocate Letitia James "Free School Lunch" 20 people

FLONYC SCHEDULE

10:00 - 12:30 PM

[REDACTED]

1:30 - 2:30 PM

[REDACTED] MENTAL HEALTH MEETING WITH DEPUTY MAYOR BUERY & DR.

BELKIN

2:30 - 2:50 PM

[REDACTED]

3:15 - 4:15 PM

CONVERSATION WITH SCHOOL PARENTS WITH DEPUTY MAYOR BUERY ON

THRIVENYC

4:45 - 5:00 PM

[REDACTED]

5:00 - 5:30 PM

FLONYC [REDACTED] CALL

5:30 - 7:30 PM

[REDACTED]

7:30 - 9:30 PM

[REDACTED] MEETING WITH MBDB

From: [John Del Cecato](#)
To: [B: Snyder, Thomas](#)
Subject: Thomas Frank in The Guardian
Date: Friday, March 11, 2016 10:14:19 AM

Millions of ordinary Americans support Donald Trump. Here's why | Thomas Frank



Let us now address the greatest American mystery at the moment: what motivates the supporters of Republican presidential candidate [Donald Trump](#)?

I call it a “mystery” because the working-class white people who make up the bulk of Trump’s fan base show up in amazing numbers for the candidate, filling stadiums and airport hangars, but their views, by and large, do not appear in our prestige newspapers. On their opinion pages, these publications take care to represent demographic categories of nearly every kind, but “blue-collar” is one they persistently overlook. The views of working-class people are so foreign to that universe that when New York Times columnist Nick Kristof wanted to “engage” a Trump supporter last week, he [made one up](#), along with this imaginary person’s responses to his questions.

When members of the professional class wish to understand the working-class Other, they traditionally consult experts on the subject. And when these authorities are asked to explain the Trump movement, they always seem to zero in on one main accusation: bigotry. Only racism, they tell us, is capable of powering a movement like Trump’s, which is blowing through the inherited structure of the Republican party like a tornado through a cluster of McMansions.

Trump himself provides rather excellent evidence for this finding. The man is an insult clown who has systematically gone down the list of American ethnic groups and offended them each in turn. He wants to deport millions upon millions of undocumented immigrants. He wants to bar Muslims from visiting the United States. He admires various foreign strongmen and dictators, and has even retweeted a quote from Mussolini. This gold-plated buffoon has in turn drawn the enthusiastic endorsement of leading racists from across the spectrum of intolerance, a gorgeous mosaic of haters, each

of them quivering excitedly at the prospect of getting a real, honest-to-god bigot in the White House.

[Trump on Michigan and Mississippi wins: 'Only I did well tonight'](#)

All this stuff is so insane, so wildly outrageous, that the commentariat has deemed it to be the entirety of the Trump campaign. Trump appears to be a racist, so racism must be what motivates his armies of followers. And so, on Saturday, New York Times columnist Timothy Egan [blamed](#) none other than “the people” for Trump’s racism: “Donald Trump’s supporters know exactly what he stands for: hatred of immigrants, racial superiority, a sneering disregard of the basic civility that binds a society.”

Stories marveling at the [stupidity](#) of [Trump voters](#) are published nearly every day. Articles that accuse Trump’s followers of being bigots have appeared by the hundreds, if not the thousands. Conservatives have written them; liberals have written them; impartial professionals have written them. The headline of a recent Huffington Post [column](#) announced, bluntly, that “Trump Won Super Tuesday Because America is Racist.” A New York Times reporter [proved](#) that Trump’s followers were bigots by coordinating a map of Trump support with a map of racist Google searches. Everyone knows it: Trump’s followers’ passions are nothing more than the ignorant blurtings of the white American id, driven to madness by the presence of a black man in the White House. The Trump movement is a one-note phenomenon, a vast surge of race-hate. Its partisans are not only incomprehensible, they are not really worth comprehending.

* * *

Or so we’re told. Last week, I decided to watch several hours of Trump speeches for myself. I saw the man ramble and boast and threaten and even seem to gloat when protesters were ejected from the arenas in which he spoke. I was disgusted by these things, as I have been disgusted by Trump for 20 years. But I also noticed something surprising. In [each](#) of the [speeches](#) I watched, Trump spent a good part of his time talking about an entirely legitimate issue, one that could even be called leftwing.

Yes, Donald Trump talked about trade. In fact, to judge by how much time he spent talking about it, trade may be his single biggest concern – not white supremacy. Not even his plan to build a wall along the Mexican border, the issue that first won him political fame. He did it again during the

debate on 3 March: asked about his [political excommunication](#) by Mitt Romney, he chose to pivot and talk about ... trade.

It seems to obsess him: the destructive free-trade deals our leaders have made, the many companies that have moved their production facilities to other lands, the phone calls he will make to those companies' CEOs in order to threaten them with steep tariffs unless they move back to the US.

Trump embellished this vision with another favorite leftwing idea: under his leadership, the government would "start competitive bidding in the drug industry". ("We don't competitively bid!" he marveled – another true fact, a [legendary boondoggle](#) brought to you by the George W Bush administration.) Trump extended the critique to the military-industrial complex, describing how the government is forced to buy [lousy but expensive airplanes](#) thanks to the power of industry lobbyists.

Thus did he hint at his curious selling proposition: because he is personally so wealthy, a fact about which he loves to boast, Trump himself is unaffected by business lobbyists and donations. And because he is free from the corrupting power of modern campaign finance, famous deal-maker Trump can make deals on our behalf that are "good" instead of "bad". The chance that he will actually do so, of course, is small. He appears to be a [hypocrite on this issue](#) as well as so many other things. But at least Trump is saying this stuff.

All this surprised me because, for all the articles about Trump I had read in recent months, I didn't recall trade coming up very often. Trump is supposed to be on a one-note crusade for whiteness. Could it be that all this trade stuff is a key to understanding the Trump phenomenon?

* * *

Trade is an issue that polarizes Americans by socio-economic status. To the professional class, which encompasses the vast majority of our media figures, economists, Washington officials and Democratic powerbrokers, what they call "free trade" is something so obviously good and noble it doesn't require explanation or inquiry or [even thought](#). Republican and Democratic leaders alike agree on this, and no amount of facts can move them from their Econ 101 dream.

To the remaining 80 or 90% of America, trade means something very

different. There's a [video](#) going around on the internet these days that shows a room full of workers at a Carrier air conditioning plant in Indiana being told by an officer of the company that the factory is being moved to Monterrey, Mexico, and that they're all going to lose their jobs.

As I watched it, I thought of all the arguments over trade that we've had in this country since the early 1990s, all the sweet words from our economists about the scientifically proven benevolence of free trade, all the ways in which our newspapers mock people who say that treaties like the North American Free Trade Agreement allow companies to move jobs to Mexico.

Well, here is a video of a company moving its jobs to Mexico, courtesy of Nafta. This is what it looks like. The Carrier executive talks in that familiar and highly professional HR language about the need to "stay competitive" and "the extremely price-sensitive marketplace". A worker shouts "Fuck you!" at the executive. The executive asks people to please be quiet so he can "share" his "information". His information about all of them losing their jobs.

* * *

Now, I have no special reason to doubt the suspicion that Donald Trump is a racist. Either he is one, or (as the comedian John Oliver puts it) he is pretending to be one, which amounts to the same thing.

But there is another way to interpret the Trump phenomenon. A map of his support may coordinate with racist Google searches, but it coordinates even better with [deindustrialization and despair](#), with the zones of economic misery that 30 years of Washington's free-market consensus have brought the rest of America.

It is worth noting that Trump is making a point of assailing that Indiana air conditioning company from the video in his speeches. What this suggests is that he's telling a tale as much about economic outrage as it is tale of racism on the march. Many of Trump's followers are bigots, no doubt, but many more are probably excited by the prospect of a president who seems to mean it when he denounces our trade agreements and promises to bring the hammer down on the CEO that fired you and wrecked your town, unlike [Barack Obama](#) and [Hillary Clinton](#).

Here is the most salient supporting fact: when people talk to white,

working-class Trump supporters, instead of simply imagining what they might say, they find that what most concerns these people is the economy and their place in it. I am referring to a [study just published by Working America](#), a political-action auxiliary of the AFL-CIO, which interviewed some 1,600 white working-class voters in the suburbs of Cleveland and Pittsburgh in December and January.

Support for Donald Trump, the group found, ran strong among these people, even among self-identified Democrats, but not because they are all pining for a racist in the White House. Their favorite aspect of Trump was his “attitude”, the blunt and forthright way he talks. As far as issues are concerned, “immigration” placed third among the matters such voters care about, far behind their number one concern: “good jobs / the economy”.

“People are much more frightened than they are bigoted,” is how the findings were described to me by Karen Nussbaum, the executive director of Working America. The survey “confirmed what we heard all the time: people are fed up, people are hurting, they are very distressed about the fact that their kids don’t have a future” and that “there still hasn’t been a recovery from the recession, that every family still suffers from it in one way or another.”

Tom Lewandowski, the president of the Northeast Indiana Central Labor Council in Fort Wayne, puts it even more bluntly when I asked him about working-class Trump fans. “These people aren’t racist, not any more than anybody else is,” he says of Trump supporters he knows. “When Trump talks about trade, we think about the Clinton administration, first with Nafta and then with [Permanent Normal Trade Relations] China, and here in Northeast Indiana, we hemorrhaged jobs.”

“They look at that, and here’s Trump talking about trade, in a ham-handed way, but at least he’s representing emotionally. We’ve had all the political establishment standing behind every trade deal, and we endorsed some of these people, and then we’ve had to fight them to get them to represent us.”

Now, let us stop and smell the perversity. Left parties the world over were founded to advance the fortunes of working people. But our left party in America – one of our two monopoly parties – chose long ago to turn its back on these people’s concerns, making itself instead into the tribune of the enlightened professional class, a “creative class” that makes innovative

things like derivative securities and smartphone apps. The working people that the party used to care about, Democrats figured, had nowhere else to go, in the famous Clinton-era expression. The party just didn't need to listen to them any longer.

What Lewandowski and Nussbaum are saying, then, should be obvious to anyone who's dipped a toe outside the prosperous enclaves on the two coasts. Ill-considered trade deals and generous bank bailouts and guaranteed profits for insurance companies but no recovery for average people, ever – these policies have taken their toll. As Trump says, “we have rebuilt China and yet our country is falling apart. Our infrastructure is falling apart ... Our airports are, like, Third World.”

Trump's words articulate the populist backlash against liberalism that has been building slowly for decades and may very well occupy the White House itself, whereupon the entire world will be required to take seriously its demented ideas.

Yet still we cannot bring ourselves to look the thing in the eyes. We cannot admit that we liberals bear some of the blame for its emergence, for the frustration of the working-class millions, for their blighted cities and their downward spiraling lives. So much easier to scold them for their twisted racist souls, to close our eyes to the obvious reality of which Trumpism is just a crude and ugly expression: that neoliberalism has well and truly failed.

Thomas Frank is the author of [Listen, Liberal](#) or Whatever Happened to the Party of the People, published 15 March by Metropolitan Books

This article was amended on 9 March 2016 to reflect the fact that Nafta stands for the North American Free Trade Agreement. An earlier version of this article referred to it as North Atlantic Free Trade Agreement.

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Tuesday, March 15, 2016
Date: Monday, March 14, 2016 7:07:41 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, March 15, 2016

WEATHER: NYC: High 57°, Low 49°, Cloudy
DC: High 67°, Low 49°, AM Showers
ATTIRE: Business
Note: [REDACTED]

6:00 - 6:30 AM TRAVEL FROM GRACIE MANSION TO LGA, [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]
Follow Car: [REDACTED]

7:00 - 8:22 AM [REDACTED]
Flight: [REDACTED] [REDACTED]
[REDACTED]

8:30 - 8:45 AM TRAVEL FROM WASHINGTON NATIONAL AIRPORT TO LONGWORTH HOUSE
OFFICE BUILDING
Location: Longworth House Office Building (basement Level)
Travel Time: 15 Mins.
Car: [REDACTED]
Follow Car: [REDACTED]

8:45 - 9:15 AM [REDACTED]
Location: [REDACTED]
Site Advance: [REDACTED]
Telephone: [REDACTED]

8:45 - 9:15 AM [REDACTED]

9:15 - 9:35 AM COFFEE WITH REP. DONOVAN
Location: Room 1725, Longworth House Office Building
Staff Contact: Andrea Zuniga
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

9:35 - 9:45 AM	WALK WITH REP. DONOVAN TO ANTEROOM Location: Room 311 AB, Cannon House Office Building Walking: [REDACTED]
9:45 - 10:00 AM ANTEROOM	MEET AND GREET WITH COMMITTEE MEMBERS IN THE HEARING Location: Room 311 AB, Cannon House Office Building Staff Contact: Andrea Zuniga Telephone: [REDACTED] Press Contact: Michael Appleton Telephone: [REDACTED] Site Advance: Stefan Grybauskas Telephone: [REDACTED]
10:00 - 11:15 AM PREPAREDNESS SUBCOMMITTEE	TESTIFY BEFORE HOUSE HOMELAND SECURITY EMERGENCY Location: Room 311 - Cannon House Office Building Staff Contact: Andrea Zuniga Telephone: [REDACTED] Press Contact: Karen Hinton Telephone: [REDACTED] Site Advance: Stefan Grybauskas Telephone: [REDACTED]
11:15 - 11:20 AM	HOST MEDIA AVAIL Location: Outside Room 311 – Cannon House Office Building
11:20 -11:30 AM OFFICE BUILDING	TRAVEL FROM CANNON HOUSE OFFICE BUILDING TO RAYBURN HOUSE
11:30 - 12:15 PM Level)	MEETING WITH NYC CONGRESSIONAL DELEGATION Location: Room B-318, Rayburn House Office Building (Basement Staff Contact: Andrea Zuniga Telephone: [REDACTED] Site Advance: Stefan Grybauskas Telephone: [REDACTED]
12:15 - 12:45 PM	TRAVEL FROM RAYBURN HOUSE OFFICE BUILDING TO RONALD REAGAN BUILDING, 1300 PENNSYLVANIA AVE., NW Travel Time: 30 Mins. Car: [REDACTED]
12:45 - 1:15 PM	MEET WITH DHS SECRETARY JEH JOHNSON Location: Ronald Reagan Building, 1300 Pennsylvania Ave., NW

Staff Contact: Andrea Zuniga
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

1:15 - 1:30 PM TRAVEL FROM RONALD REAGAN BUILDING, 1300 PENNSYLVANIA AVE., NW
TO HHS HEADQUARTERS, 200 INDEPENDENCE AVENUE, S.W.

Travel Time: 30 Mins.
Car: [REDACTED]

1:30 - 2:00 PM MEET WITH HHS SECRETARY SYLVIA BURWELL

Location: HHS Headquarters, 200 Independence Avenue, S.W.
Staff Contact: Andrea Zuniga
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

2:00 - 2:15 PM TRAVEL TIME FROM 200 INDEPENDENCE AVENUE, S.W TO [REDACTED]
[REDACTED]

Travel Time: 15 Mins.
Car: [REDACTED]

2:15 - 4:00 PM

[REDACTED]
Location: [REDACTED]

4:00 - 4:30 PM TRAVEL FROM [REDACTED] TO WASHINGTON NATIONAL
[REDACTED]

Travel Time: 30 Mins.
Car: [REDACTED]
Follow Car: [REDACTED]

5:00 - 6:25 PM

[REDACTED]
Flight: [REDACTED]
[REDACTED]

6:25 - 7:00 PM

TRAVEL FROM LGA TO [REDACTED]
Travel Time: 35 Mins.
Car: [REDACTED]

7:00 - 8:30 PM

[REDACTED]
Location: [REDACTED]

8:30 - 9:00PM TRAVEL FROM [REDACTED] TO GRACIE
MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

Viguers

CITY HALL STEPS PRESS CONFERENCES

9:00am – CM Levin “General Welfare Budget Reform” 150 people

10:00am- CM Rosenthal “Student Voter Registration” 50 people

FLONYC SCHEDULE

9:00 - 9:30 AM	IN-PERSON INTERVIEW WITH HOT 97 ON CONNECTIONS TO CARE
10:00 - 10:30 AM	[REDACTED]
11:00 - 1:30 PM	[REDACTED]
2:00 - 2:30 PM	MAYOR'S FUND [REDACTED]
2:30 - 2:40 PM	AUDIO RECORDING TO CONGRATULATE "BUZZFEED'S ANOTHER ROUND"
1ST ANNIVERSARY	
2:45 - 3:15 PM	[REDACTED]
3:15 - 4:00 PM	[REDACTED]
4:10 - 4:30 PM	[REDACTED]
4:30 - 5:30 PM	MEETING WITH NYC PUBLIC ADVOCATE LETITIA JAMES & DR. GARY BELKIN
RE;	[REDACTED]
5:30 - 5:45 PM	[REDACTED]
6:15 - 7:00 PM	[REDACTED]

From: [Caquias, Paula](#)
To: [B](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: UPDATED MINI SCHEDULE - Tuesday, March 15, 2016
Date: Tuesday, March 15, 2016 11:10:26 AM

Added: 4:00 - 4:30 PM CALL WITH SEC. CASTRO

Location: YOU call [REDACTED]

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, March 15, 2016

WEATHER: NYC: High 57°, Low 49°, Cloudy
DC: High 67°, Low 49°, AM Showers
ATTIRE: Business

11:15 - 11:20 AM HOST MEDIA AVAIL
Location: Outside Room 311 – Cannon House Office Building

11:20 - 11:30 AM TRAVEL FROM CANNON HOUSE OFFICE BUILDING TO RAYBURN HOUSE
OFFICE BUILDING

11:30 - 12:15 PM MEETING WITH NYC CONGRESSIONAL DELEGATION
Location: Room B-318, Rayburn House Office Building (Basement
Level)

Staff Contact: Andrea Zuniga
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

12:15 - 12:45 PM TRAVEL FROM RAYBURN HOUSE OFFICE BUILDING TO RONALD REAGAN
BUILDING, 1300 PENNSYLVANIA AVE., NW
Travel Time: 30 Mins.
Car: [REDACTED]

12:45 - 1:15 PM MEET WITH DHS SECRETARY JEH JOHNSON
Location: Ronald Reagan Building, 1300 Pennsylvania Ave., NW
Staff Contact: Andrea Zuniga
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

1:15 - 1:30 PM TRAVEL FROM RONALD REAGAN BUILDING, 1300 PENNSYLVANIA AVE., NW
TO HHS HEADQUARTERS, 200 INDEPENDENCE AVENUE, S.W.

Travel Time: 30 Mins.

Car: [REDACTED]

1:30 - 2:00 PM MEET WITH HHS SECRETARY SYLVIA BURWELL

Location: HHS Headquarters, 200 Independence Avenue, S.W.

Staff Contact: Andrea Zuniga

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

2:00 - 2:15 PM TRAVEL TIME FROM 200 INDEPENDENCE AVENUE, S.W TO [REDACTED]

Travel Time: 15 Mins.

Car: [REDACTED]

2:15 - 4:00 PM [REDACTED]

Location: [REDACTED]

4:00 - 4:30 PM

CALL WITH SEC. CASTRO

Location: YOU call [REDACTED]

4:00 - 4:30 PM
AIRPORT

TRAVEL FROM [REDACTED] TO WASHINGTON NATIONAL

Travel Time: 30 Mins.

Car: [REDACTED]

Follow Car: [REDACTED]

5:00 - 6:25 PM [REDACTED]

Flight: [REDACTED]

6:25 - 7:00 PM

TRAVEL FROM LGA TO [REDACTED]

Travel Time: 35 Mins.

Car: [REDACTED]

7:00 - 8:30 PM [REDACTED]

Location: [REDACTED]

8:30 - 9:00PM [REDACTED]

TRAVEL [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

Viguers

CITY HALL STEPS PRESS CONFERENCES

9:00am – CM Levin “General Welfare Budget Reform” 150 people

10:00am- CM Rosenthal “Student Voter Registration” 50 people

FLONYC SCHEDULE

11:00 - 1:30 PM

[REDACTED]

2:00 - 2:30 PM

MAYOR'S FUND [REDACTED]

2:30 - 2:40 PM

AUDIO RECORDING TO CONGRATULATE "BUZZFEED'S ANOTHER ROUND"

1ST ANNIVERSARY

2:45 - 3:15 PM

[REDACTED]

3:15 - 4:00 PM

[REDACTED]

4:10 - 4:30 PM

[REDACTED]

4:30 - 5:30 PM

MEETING WITH NYC PUBLIC ADVOCATE LETITIA JAMES & DR. GARY BELKIN

RE; INPATIENT PSYCHIATRIC SERVICES IN NYC

5:30 - 5:45 PM

[REDACTED]

6:15 - 7:00 PM

[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [ifdc](#); [Geri Prado](#)
Subject: UPDATED MINI SCHEDULE - Wednesday, March 16, 2016
Date: Tuesday, March 15, 2016 8:05:11 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, March 16, 2016

WEATHER: NYC: High 61°, Low 41 °, Mostly Cloudy
ATTIRE: Business

7:30 - 8:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:31 - 7:36 AM 1010 WINS INTERVIEW
Notes: [REDACTED]
[REDACTED]
Site Contact: Jim Maloney, editor
Telephone: [REDACTED]

7:48 - 7:53 AM WCBS 880
Notes: [REDACTED]
[REDACTED]

8:30 - 9:30 AM [REDACTED]
[REDACTED] [REDACTED]

10:00 - 10:30 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

10:00 - 10:30 AM NEWS WITH PETER

10:30 - 11:30 AM [REDACTED]
Location: [REDACTED]

11:30 - 12:30 PM [REDACTED] MEETING WITH POLICE COMMISSIONER
Location: City Hall, The Blue Room

12:45 - 1:00 PM TRAVEL FROM CITY HALL TO PIER 15, ENTER AT SOUTH STREET AND
FLETCHEER, MANHATTAN

	Travel Time: 30 Mins. Car: [REDACTED]
12:45 - 1:00 PM	[REDACTED] Call In: [REDACTED] Code: [REDACTED]
1:00 - 2:30 PM	FERRIES AVAIL (ON TOPIC) Location: Pier 15, far end, enter at South Street and Fletcher, Manhattan Staff Contact: Wiley Norvell Telephone: [REDACTED] Press Contact: Austin Finan Telephone: [REDACTED] Site Advance: Javon Coney Telephone: [REDACTED]
2:30 - 3:00 PM	TRAVEL FROM PIER 15 TO LINCOLN CENTER Location: 1941 Broadway, New York, NY 10023 (66th and Broadway)- Alice Tully Hall at Lincoln Center: Hauser Patron Room Travel Time: 30 Mins. Car: [REDACTED]
2:30 - 3:00 PM	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
3:00 - 3:30 PM	REMARKS AT THE ANNUAL MEETING OF NYC AND CO Location: 1941 Broadway, New York, NY 10023 (66th and Broadway)- Alice Tully Hall at Lincoln Center: Hauser Patron Room Staff Contact: Sonam Velani Telephone: [REDACTED] Site Advance: Stefan Grybauskas Telephone: [REDACTED]
3:30 - 4:00 PM	TRAVEL FROM LINCOLN CENTER TO CITY HALL Travel Time: 30 Mins. Car: [REDACTED]
3:30 - 3:45 PM	(T) CALL WITH LUIS MIRANDA Notes: [REDACTED]
4:00 - 5:30 PM	[REDACTED]

5:30 - 6:30 PM

[REDACTED] MEETING
Location: City Hall, The Mayor's Office

6:30 - 6:45 PM

TRAVEL FROM CITY HALL TO 87 LAFAYETTE STREET, NYC
Travel Time: 15 Mins.
Car: [REDACTED]

6:45 - 7:15 PM

HOST SCREENING OF ROBERT GREENWALD'S "MAKING A KILLING: GUNS, GREED, AND THE NRA"

Location: 87 Lafayette St, New York, NY 10013- Downtown
Community Television Center

Site Contact: Regina Clemente / Ally Toomey
Telephone: [REDACTED] / [REDACTED]
Staff Contact: Jerika Richardson
Telephone: [REDACTED]
Press Contact: Rosemary Boeglin
Telephone: [REDACTED]

7:30 - 8:00 PM

TRAVEL FROM 87 LAFAYETTE ST TO 49 W 49TH STREET
Travel Time: 30 Mins.
Car: [REDACTED]

8:00 - 8:30 PM

ALL IN WITH CHRIS HAYES INTERVIEW
Location: 30 Rockefeller Center - 49 W 49th Street, between 5th Ave
and 6th Ave - Studio: 3A

8:30 - 9:00 PM

TRAVEL FROM 49 W 49TH STREET (MANHATTAN) TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

9:00 - 10:00 AM WHITESPACE

10:15 - 11:15 AM [REDACTED]

11:45 - 12:15 PM [REDACTED]

12:15 - 1:00 PM LUNCH//WEEKLY MEETING WITH ROXANNE

1:00 - 1:30 PM [REDACTED]

2:00 - 3:00 PM CONVERSATION WITH BROOKLY POST-PARTUM DEPRESSION SUPPORT
GROUP

3:30 - 5:30 PM [REDACTED]

5:30 - 6:00 PM [REDACTED]

6:45 - 8:45 PM WELCOMING REMARKS AT PREMIERE OF "MAKING A KILLING: GUNS,
GREED, AND THE NRA" BY ROBERT GREENWALD WITH MBDB

From: [John Del Cecato](#)
To: [Yazgi, Stephanie](#)
Subject: Re: FYI
Date: Wednesday, March 16, 2016 10:55:58 AM

[REDACTED]

From: Stephanie Yazgi <syazgi@cityhall.nyc.gov>
Date: Wednesday, March 16, 2016 at 10:34 AM
To: John Del Cecato <jfdc@akpdmedia.com>
Subject: RE: FYI

[REDACTED]
[REDACTED]
[REDACTED]

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Wednesday, March 16, 2016 9:38 AM
To: Yazgi, Stephanie
Subject: FYI

<http://www.wuft.org/news/2016/03/15/poe-defeats-braddy-in-gainesville-mayoral-race/>

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Thursday, March 17, 2016
Date: Wednesday, March 16, 2016 7:54:36 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, March 17, 2016

WEATHER: NYC: High 65°, Low 46 °, Mostly Cloudy
ATTIRE: Business
Note: [REDACTED]

6:45 - 8:00 AM ATTEND ST. PATRICK'S DAY BREAKFAST

Location: Gracie Mansion
Staff Contact: Veronica Lake
Telephone: [REDACTED]
Press Contact: Karen Hinton
Telephone: [REDACTED]
Site Advance: Viguers Jonathan
Telephone: [REDACTED]

8:00 - 8:15 AM TRAVEL FROM GRACIE MANSION TO ST. PATRICK'S DAY MASS

Travel Time: 15 Mins.
Car: [REDACTED]

8:15 - 9:30 AM ATTEND ST. PATRICK'S DAY MASS WITH FLONYC

Location: St. Patrick's Cathedral- 5th Ave and 51st Street
Note: Mass starts at 8:30AM
Press Contact: Karen Hinton
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

9:30 - 10:30 AM ATTEND CARDINAL DOLAN'S BREAKFAST WITH FLONYC

Location: 452 Madison Avenue

10:30 - 10:40 AM GAGGLE

Location: TBD
Press Contact: Austin Finan
Telephone: [REDACTED]

10:45 - 12:45 PM MARCH IN THE ST. PATRICK'S DAY PARADE WITH FLONYC

Location: 44th Street and 5th Avenue, New York, NY

Staff Contact: Elvin Garcia
Telephone: [REDACTED]
Press Contact: Rosemary Boeglin
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

12:45 - 1:00 PM TRAVEL FROM 79TH & 5TH AVE TO GRACIE MANSION
Travel Time: 15 Mins.
Car: [REDACTED]

1:30 - 2:00 PM MEETING WITH ABBY WAMBACH
Location: Gracie Mansion

2:00 - 2:30 PM MEETING WITH MICHAEL OWH
Location: Gracie Mansion

2:30 - 3:30 PM [REDACTED]

3:30 - 3:45 PM TRAVEL FROM GRACIE MANSION TO 44TH & 5TH AVE
Travel Time: Mins.
Car: [REDACTED]

3:30 - 3:45 PM [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]

4:00 - 5:00 PM MARCH WITH LAVENDER AND GREEN - ST. PAT'S PARADE
Location: 44th Street and 5th Avenue, New York, NY
Staff Contact: Elvin Garcia
Telephone: [REDACTED]
Press Contact: Rosemary Boeglin
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

5:00 - 5:15 PM TRAVEL FROM 79TH & 5TH AVE TO GRACIE MANSION
Location: 811 7th Avenue
Travel Time: 15 Mins.
Car: [REDACTED]

5:15 - 6:00 PM [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]

6:00 - 6:15 PM TRAVEL FROM GRACIE TO 811 7TH AVE

Travel Time: 15 Mins.

Car: [REDACTED]

6:15 - 6:45 PM 232ND ANNIVERSARY DINNER OF THE SOCIETY OF THE FRIENDLY SONS OF ST. PATRICK IN THE CITY OF NEW YORK

Location: Sheraton New York Times Square Hotel, 811 7th Avenue,
3rd Floor

Site Contact: John Coleman

Telephone: [REDACTED]

6:45 - 7:00 PM TRAVEL FROM 811 7TH AVENUE, 3RD FLOOR TO 155 EAST 84TH STREET

Travel Time: 15 Mins.

Car: [REDACTED]

7:00 - 8:30 PM

[REDACTED]
Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

7:00 - 8:00 AM ATTEND ST. PATRICK'S DAY BREAKFAST RECEPTION

8:30 - 9:30 AM ATTEND ST. PATRICK'S DAY MASS WITH MBDB

9:30 - 10:30 AM ATTEND CARDINAL DOLAN'S BREAKFAST WITH MBDB [REDACTED]
[REDACTED]

12:30 - 1:30 PM [REDACTED]

1:30 - 2:00 PM MEETING WITH ABBY WAMBACH & MBDB

2:00 - 3:00 PM CGE COMMISSIONER LISTENING SESSION

3:00 - 3:20 PM PREP FOR CITY&STATE INTERVIEWWITH ERIN WHITE

3:20 - 3:30 PM [REDACTED]

4:00 - 5:00 PM MARCH WITH LAVENDER & GREEN AT ST. PAT'S PARADE WITH MBDB

5:30 - 6:00 PM FLONYC [REDACTED] CALL

6:00 - 6:30 PM FLONYC [REDACTED] [REDACTED] CALL WITH RYAN DODGE

6:30 - 7:00 PM [REDACTED]

7:00 - 8:00 PM [REDACTED]

From: [Caquias, Paula](#)
To: [B](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [jfdc](#); [Geri Prado](#) [REDACTED]
Subject: UPDATED MINI SCHEDULE - Friday, March 18, 2016
Date: Thursday, March 17, 2016 8:02:41 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, March 18, 2016

WEATHER: Hi of 57. Low of 34. Mostly Sunny
ATTIRE: Business
Notes: [REDACTED].

9:00 - 9:15 AM TRAVEL FROM GRACIE MANSION TO 945 MADISON AVENUE (MADISON AND 75TH AVENUE)

Travel Time: 15 Mins

Car: [REDACTED]

9:25 - 9:50 AM

GIVE REMARKS AT THE CUT RIBBON OPENING OF THE MET BREUER

Location: 945 Madison Avenue, (Madison Avenue & 75th Street)

Site Contact: Tom Schuler

Telephone: [REDACTED]

Staff Contact: Gabrielle Fialkoff

Telephone: [REDACTED]

Press Contact: Rosemary Boeglin

Telephone: [REDACTED]

Site Advance: Javon Coney

Telephone: [REDACTED]

9:50 - 10:30 AM TRAVEL FROM MADISON AVENUE AND 75TH STREET TO PARK SLOPE LIBRARY, 431 6TH AVENUE, BROOKLYN, NY 11215

Travel Time: 15 Mins

Car: [REDACTED]

10:30 - 10:45 AM

WNYC'S BRIAN LEHRER SHOW (LIVE)

Notes: -YOU call [REDACTED]

-Call in : 10:32 am; Hit time: 10:35 am

Contact: Megan Ryan, Producer

Telephone: [REDACTED] or [REDACTED]

10:52 - 11:04 AM

RITA COSBY SHOW (RECORDED)

Note: YOU call [REDACTED]

11:05 - 11:30 AM WNYC INTERVIEW WITH BRIGID BERGIN (RECORDED)
Location: Park Slope Library, 431 6th avenue, Brooklyn
Note: [REDACTED]
[REDACTED]

11:30 – 11:35 PM TRAVEL FROM PARK SLOPE PUBLIC LIBRARY TO [REDACTED]
Walk : [REDACTED]

11:35 - 6:30 PM CALL TIME
Location: [REDACTED]

6:30 - 7:00 PM TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins
Car: [REDACTED]

6:30 - 7:00 PM [REDACTED]
Call In: [REDACTED]
Code: [REDACTED]

7:00 - 8:30 PM [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

10:00 AM Families For Excellent Schools "Safety in Public Schools" 50 people
11:00 AM NYC Immigrants "In Memory Of Martin Quiej" 300 people
1:00 PM Public Advocate Letitia James "Ceremony for Staff Member" 20 people

FLONYC SCHEDULE

10:00 - 12:30 PM [REDACTED]
12:30 - 2:00 PM [REDACTED]
2:15 - 2:30 PM CALL WITH ELIZABETH A. SACKLER AND ROXANNE JOHN
2:30 - 4:30 PM [REDACTED]
4:30 - 6:30 PM [REDACTED]
6:30 - 6:40 PM [REDACTED]
6:40 - 7:00 PM [REDACTED]
7:00 - 8:30 PM [REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Saturday, March 19, 2016
Date: Friday, March 18, 2016 7:26:53 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, March 19, 2016

WEATHER: Hi of 48. Low of 34. Mostly Cloudy
ATTIRE: Business
Notes: [REDACTED]

7:15 - 7:45 AM TRAVEL FROM GRACIE TO [REDACTED]
Travel time: 30 Mins.
Car: [REDACTED]

8:15 - 9:15 AM [REDACTED]
[REDACTED] [REDACTED]

9:45 - 12:30 PM TRAVEL FROM GRACIE TO EMPIRE STATE PLAZA, ALBANY, NY
Time: 2 hrs. 30 Mins
Location: [REDACTED]

10:00 - 10:30 AM [REDACTED]
Note: [REDACTED]
Notes: [REDACTED]

10:30 - 11:00 AM NEWS WITH PETER

11:00 - 11:30 AM [REDACTED] CALL [REDACTED]
Call in [REDACTED]
Code: [REDACTED]

11:30 - 12:00 PM CALL REGARDING [REDACTED]
Call In: [REDACTED]
Code: [REDACTED]

12:45 - 1:00 PM SUNY/CUNY LUNCHEON
Location: Empire State Plaza – Albany Room, Albany, NY
Press Contact: Jessica Ramos
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

1:00 - 1:30 PM

[REDACTED]
Location: [REDACTED]

1:30 - 2:00 PM

BROOKLYN ELECTEDS CLUSTER MEETING
Location: LOB Room 711A

2:15 - 2:45 PM

MEETING WITH SPEAKER CARL HEASTIE
Location: Speaker's Office, Capitol Room 349

2:45 - 3:30 PM

[REDACTED]

3:45 - 4:30 PM

QUEENS CLUSTER MEETING
Location: LOB Room 711A

4:45 - 5:30 PM

BRONX/ MANHATTAN CLUSTER MEETING
Location: LOB Room 711A

6:15 - 7:00 PM

[REDACTED]
Location: [REDACTED]
Staff Contact: [REDACTED]
Telephone: [REDACTED]
Press Contact: [REDACTED]
Telephone: [REDACTED]
Site Advance: [REDACTED]
Telephone: [REDACTED]

8:15 - 8:45 PM

GIVE REMARKS AT SOMOS GALA
Location: Empire State Plaza – Convention Hall, Albany, NY
Staff Contact: Marco Carrion
Telephone: [REDACTED]
Press Contact: Jessica Ramos
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

9:00 - 11:30 PM

TRAVEL FROM ALBANY TO GRACIE
Travel time: 2 Hr. 30 Mins.
Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No Scheduled Press Conference

FLONYC SCHEDULE

1:00 - 1:30 PM



1:30 - 3:30 PM



3:30 - 6:30 PM



6:30 - 7:30 PM



From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#) [REDACTED] [jfdc](#)
Subject: MINI SCHEDULE -Saturday, March 19, 2016
Date: Friday, March 18, 2016 8:13:35 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, March 19, 2016

WEATHER: Hi of 34. Low of 32. Snow
ATTIRE: Business
Notes: [REDACTED]

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins
Car: [REDACTED]

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 10:00 AM TRAVEL [REDACTED]
Travel Time: 30 Mins
Car: [REDACTED]

9:30 - 10:00 AM [REDACTED]
Call in: [REDACTED]
Code: [REDACTED]

10:00 - 10:30 AM [REDACTED]
Location: [REDACTED]
Staff Contact: [REDACTED]
Telephone: [REDACTED]
Site Advance: [REDACTED]
Telephone: [REDACTED]

10:30 - 11:00 AM TRAVEL FROM [REDACTED] TO FIRST CORINTHIAN CHURCH
Travel Time: 30 Mins
Car: [REDACTED]

10:30 - 11:00 AM PREP CALL [REDACTED]
Call In: [REDACTED]
Code: [REDACTED]

11:00 - 12:00 PM	REMARKS AT NEW LEADERS INITIATIVE WITH REV. WALROND
116th St	Location: First Corinthian Church-1912 Adam Clayton Powell Jr Blvd at
	Staff Contact: Marco Carrion
	Telephone: [REDACTED]
	Press Contact: Monica Klein
	Telephone: [REDACTED]
	Site Advance: Stefan Grybauskas
	Telephone: [REDACTED]
12:00 - 12:15 PM	TRAVEL FROM FIRST CORINTHIAN CHURCH TO GRACIE MANSION
	Travel Time: 15 Mins
	Car: [REDACTED]
12:00 - 12:15 PM	NEWS WITH PETER
12:30 - 1:30 PM	MEETING WITH TOM AND KEVIN
	Location: Gracie Mansion
1:30 - 2:30 PM	[REDACTED] CALL (GRACIE MANSION)
	Call in: [REDACTED]
	Code: [REDACTED]
2:30 - 3:30 PM	[REDACTED]
	Call In: [REDACTED]
	Code: [REDACTED]
3:30 - 4:30 PM	[REDACTED] [REDACTED]
4:30 - 7:00 PM	[REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No Scheduled Press Conference

FLONYC SCHEDULE

11:20 - 11:45 AM	[REDACTED]
1:30 - 2:30 PM	[REDACTED] CALL
2:30 - 6:30 PM	[REDACTED]
6:30 - 7:30 PM	[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Monday, March 21, 2016
Date: Friday, March 18, 2016 8:32:32 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, March 21, 2016

WEATHER: Hi of 48. Low of 31. Partly Cloudy
ATTIRE: Business

7:30 - 8:30 AM	[REDACTED]
8:30 - 9:00 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] Travel Time: 30 Mins Car: [REDACTED]
8:30 - 9:00 AM	[REDACTED] Call in: [REDACTED] Code: [REDACTED]
9:00 - 10:30 AM	[REDACTED] Location: [REDACTED] Site Advance: [REDACTED] [REDACTED]
10:30 - 11:00 AM	TRAVEL FROM [REDACTED] TO CITY HALL Travel Time: 30 Mins Car: [REDACTED]
11:00 - 12:00 PM	MEETING WITH TOM AND EMMA Location: City Hall, The Mayor's Office
12:00 - 1:00 PM	[REDACTED] Location: [REDACTED]
1:00 - 1:15 PM	PHOTO WITH CWA 1182 Location: The Blue Photo
1:30 - 2:30 PM	[REDACTED] MEETING Location: City Hall, Blue Room
2:30 - 3:30 PM	MEETING [REDACTED]

	Location:	Mayor's Office
3:30 - 4:00 PM		
4:00 - 5:00 PM	HHC MEETING	
	Location:	City Hall, The Blue Room
5:00 - 5:30 PM		
5:30 - 6:00 PM		
	Location:	
6:00 - 7:00 PM	HOUSING TTH	
	Location:	City Hall, The Blue Room
7:00 - 7:30 PM	TRAVEL FROM CITY HALL TO GRACIE MANSION	
	Travel Time:	30 Mins
	Car:	
7:30 - 8:30 PM	DINNER WITH FL	

CITY HALL STEPS PRESS CONFERENCES

12:00 PM	Vocal NY "HIV Funding" 50 people
1:00 PM	Congressman Jeffries "Transportation" 10 people

FLONYC SCHEDULE

10:00 - 12:00 PM	
12:45 - 1:00 PM	CALL WITH COMMISSIONER TOMFINKELPEARL
1:00 - 1:30 PM	
2:00 - 2:15 PM	OPENING REMARKS AT FOUNTAIN HOUSE PANEL FORUM WITH DR. GARY BELKIN ON THRIVENYC
3:00 - 3:30 PM	
3:30 - 4:30 PM	
4:30 - 5:00 PM	MEETING WITH GABRIELLE FIALKOFF & PAUL GUNTHER (CITY HALL)
5:30 - 7:30 PM	
7:30 - 8:30 PM	

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: UPDATED MINI SCHEDULE -Sunday, March 20, 2016
Date: Saturday, March 19, 2016 5:30:17 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, March 20, 2016

WEATHER: Hi of 34. Low of 32. Snow
ATTIRE: Business
Notes: [REDACTED]

8:00 - 8:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car : [REDACTED]

9:00 - 10:00 AM [REDACTED]
[REDACTED] [REDACTED]

10:30 - 11:00 AM TRAVEL FROM [REDACTED] 1912 ADAM CLAYTON POWELL JR BLVD
Travel Time: 30 Mins.
Car : [REDACTED]

10:30 - 11:00 AM [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]

11:00 - 12:00 PM PARTICIPATE IN CONVERSATION WITH REV. WALROND AT FIRST
CORINTHIAN CHURCH
Location: First Corinthian Church-1912 Adam Clayton Powell Jr Blvd at
116th St

Staff Contact: Marco Carrion
Telephone: [REDACTED]
Press Contact: Monica Klein
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

12:00 - 12:30 PM TRAVEL FROM FIRST CORINTHIAN CHURCH TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

12:00 - 12:30 PM NEWS WITH PETER

12:30 - 1:30 PM MEETING WITH TOM AND KEVIN

Location: Gracie Mansion

1:30 - 2:30 PM [REDACTED] CALL (GRACIE MANSION)

Call in: [REDACTED]

Code: [REDACTED]

2:30 - 3:30 PM [REDACTED]

[REDACTED] [REDACTED]
[REDACTED] [REDACTED]

3:30 - 4:30 PM

[REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

11:20 - 11:45 AM REMARKS AT BROWN MEMORIAL BAPTIST CHURCH

1:30 - 2:30 PM [REDACTED] CALL

2:30 - 6:30 PM [REDACTED]

6:30 - 7:30 PM [REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Monday, March 21, 2016
Date: Sunday, March 20, 2016 8:37:13 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, March 21, 2016

WEATHER: Hi of 48. Low of 31. Partly Cloudy
ATTIRE: Business
NOTES: [REDACTED]

6:52 - 7:10 AM LIVE INTERVIEW WITH NY1
Notes: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
Contact: Producer: Michael Kurtz, [REDACTED], cell

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:11 - 7:20 AM LIVE INTERVIEW WITH WCBS NEWSRADIO 880
Notes: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
Contact: Producer: Jonathan Clark, [REDACTED], cell

7:22 - 7:31 AM LIVE INTERVIEW WITH WOR 710
Notes: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
Contact: Producer: Natalie Vacca, [REDACTED]

8:00 - 9:00 AM [REDACTED]

9:30 - 10:00 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins

Car : [REDACTED]

9:30 - 10:00 AM NEWS WITH MONICA

10:00 - 10:30 AM [REDACTED]

10:30 - 10:45 AM UNIVISION 41 INTERVIEW (RECORDED)

Notes: [REDACTED]
contact: Producer: Bill Tipacti, [REDACTED]

10:50 - 11:00 AM NY1 NOTICIAS (RECORDED)

Notes: [REDACTED]
Contact: Reporter Jaime Zea, [REDACTED]

11:00 - 12:00 PM MEETING WITH TOM AND EMMA

Location: City Hall, The Mayor's Office

12:00 - 1:00 PM [REDACTED]

Location: [REDACTED]

1:00 - 1:15 PM PHOTO WITH CWA LOCAL 1182

Location: The Blue Photo

1:30 - 2:30 PM [REDACTED] MEETING

Location: City Hall, Blue Room

2:30 - 3:30 PM MEETING [REDACTED]

Location: Mayor's Office

3:30 - 4:00 PM [REDACTED]

4:00 - 5:00 PM HHC MEETING

Location: City Hall, The Blue Room

5:00 - 5:45 PM [REDACTED]

5:45 - 6:10 PM [REDACTED]

Location: [REDACTED]

6:10 - 7:00 PM HOUSING TELE- TOWN HALL

Location: City Hall, The Green Room

Staff Contact: Rick Fromberg

Telephone: [REDACTED]

Press Staff: Austin Finan

Telephone: [REDACTED]

7:00 - 7:30 PM TRAVEL FROM CITY HALL TO GRACIE MANSION

Travel Time: 30 Mins

Car : [REDACTED]

7:00 - 7:30 PM

[REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED]

7:30 - 9:30 PM

DINNER WITH GERI AND TOM

Location Gracie Mansion

CITY HALL STEPS PRESS CONFERENCES

12:00 PM Vocal NY "HIV Funding" 50 people

1:00 PM Congressman Jeffries "Transportation" 10 people

FLONYC SCHEDULE

10:00 - 12:15 PM

[REDACTED]

12:45 - 1:00 PM

CALL WITH COMMISSIONER TOM FINKELPEARL

1:00 - 1:40 PM

[REDACTED]

2:00 - 2:15 PM

OPENING REMARKS AT FOUNTAIN HOUSE PANEL FORUM WITH DR. GARY

BELKIN ON THRIVENYC

2:45 - 3:15 PM

[REDACTED] WHITESPACE

3:15 - 3:30 PM

RECORD "THANK YOU" VIDEO MESSAGE FOR "NO EATS ALONE DAY"

3:30 - 4:30 PM

[REDACTED]

GLAZER

4:30 - 5:00 PM

MEETING WITH GABRIELLE FIALKOFF & PAUL GUNTHER

[REDACTED]

5:00 - 5:30 PM

DEPART

[REDACTED]

5:30 - 6:00 PM

[REDACTED]

6:00 - 7:00 PM

[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Tuesday, March 22, 2016
Date: Monday, March 21, 2016 7:03:13 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, March 22, 2016

WEATHER: Hi of 56. Low of 48. Mostly Sunny

ATTIRE: Business

Notes:

[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

8:15 - 8:30 AM PREP [REDACTED]
Location: Gracie Mansion
Staff Contact: Emma Wolfe
Telephone: [REDACTED]

8:30 - 10:30 AM LABOR BREAKFAST
Location: Gracie Mansion
Staff Contact: Emma Wolfe
Telephone: [REDACTED]

10:30 - 11:00 AM TRAVEL FROM GRACIE MANSION TO 1PP
Travel Time: 30 Mins.
Car: [REDACTED]

10:30 - 11:00 AM NEWS WITH PETER

11:00 - 12:15 PM PUBLIC SAFETY AVAIL RE: [REDACTED] (ON/OFF TOPIC)
Location: 1 Police Plaza
Staff Contact: Marti Adams Baker
Telephone: [REDACTED]
Press Contact: Karen Hinton
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

12:15 - 12:30 PM TRAVEL [REDACTED]
Travel Time: 15 Mins.
Car: [REDACTED]

12:30 - 1:30 PM	MEETING TONY SHORRIS Location: City Hall, The Mayor's Office
1:30 - 2:30 PM	[REDACTED] Location: [REDACTED]
2:30 - 3:00 PM	MEETING WITH RACHEL AND TOM Location: City Hall, The Mayor's Office
3:00 - 3:30 PM	[REDACTED] Location: [REDACTED]
3:30 - 4:30 PM	[REDACTED] Location: [REDACTED]
4:30 - 5:00 PM	[REDACTED] Location: [REDACTED]
5:00 - 5:30 PM	HOLD [REDACTED]
5:30 - 5:45 PM	TRAVEL FROM CITY HALL TO [REDACTED] Travel Time: 45 Mins. Car: [REDACTED]
5:45 - 6:30 PM	[REDACTED] Location: [REDACTED]
6:30 - 7:00 PM	TRAVEL FROM [REDACTED] TO CAPITALE, 130 BOWERY STREET Travel Time: 30 Mins Car: [REDACTED]
Viguers	
7:00 - 7:30 PM AMERICA"	REMARKS AT THE CHCF 16TH ANNUAL GALA "A SLICE OF LATIN Location: Capitale, 130 Bowery Street Staff Contact: Roberto Perez Telephone: [REDACTED] Press Contact: Aja Worthy- Davis Telephone: [REDACTED] Site Advance: Stefan Grybauskas Telephone: [REDACTED]
7:30 - 8:00 PM	TRAVEL [REDACTED] Travel Time: 30 Mins

Car: [REDACTED]

8:00 - 10:00 PM [REDACTED]

Location: [REDACTED]

10:00 – 10:10 PM TRAVEL FROM [REDACTED] TO GRACIE MANSION

Travel Time: 10 Mins

Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

9:00 AM C.A.A.A.V. "Asian Communities" 50 people

10:00 AM Students First N.Y. " Education Reform" 100 people

11:00AM NYC Coalition for Adult Literacy "TBD" 150 people

12:00PM Council Member Constantinides "Environmental Protection" 40 people

1:00PM National Supermarket Associations "WIC Reform" 30 people

FLONYC SCHEDULE

10:00 - 1:00 PM [REDACTED]

1:00 - 1:30 PM [REDACTED]

2:00 - 2:25 PM [REDACTED]

2:25 - 2:45 PM EITC PHONE INTERVIEWS

2:45 - 3:45 PM [REDACTED] MEETING WITH DEPUTY MAYOR BUERY & DR. BELKIN

4:15 - 5:30 PM [REDACTED]

6:00 - 7:00 PM LATINO TOWN HALL ON THRIVENYC WITH DR. GARY BELKIN

7:30 - 8:30 PM [REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [@MiniGroup](#); [Geri Prado](#); [ifdc](#)
Subject: MINI SCHEDULE - Wednesday, March 23, 2016
Date: Tuesday, March 22, 2016 8:34:19 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, March 23, 2016

WEATHER: Hi of 69. Low of 48. AM Clouds/PM Sun
ATTIRE: Business
Notes: [REDACTED].

Scheduling Contact:
Scheduling Contact: Paula Caquias [REDACTED]
Emergency Contact: Prisca Salazar-Rodriguez [REDACTED]
Special Assistant: Kayla Arslanian [REDACTED]

6:35 - 6:45 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
[REDACTED]

Travel Time: 1Hr and 10 Mins
Car : [REDACTED]

6:50 - 7:00 AM [REDACTED]
Location: [REDACTED]

7:05 - 7:35 AM TRAVEL [REDACTED]
Travel Time: 30 Mins.
Car : [REDACTED]

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 10:00 AM TRAVEL FROM [REDACTED] TO PENN HOTEL, 33RD STREET & 7TH
AVENUE ,MANHATTAN
Travel Time: 30 Mins
Car : [REDACTED]

9:30 - 10:00 AM NEWS WITH PETER

10:00 - 11:30 AM LOUIS C.K. TAPING
Location: Penn Hotel, 33rd btw 6th & 7th Avenue - (Building not well

marked - enter through double glass doors)

11:30 - 12:00 PM TRAVEL FROM 33RD & 7TH AVENUE TO 4TH AVENUE AND GARFIELD PLACE, BROOKLYN WITH WILLIE NEUMAN FROM NY TIMES

Travel Time: 30 Mins.

Car :

from NY Times

12:00 - 12:30 PM NEIGHBORHOOD WALK & TALK WITH CHANNEL 4

Location: 4th Avenue and Garfield Place, Brooklyn

Notes:

Press Contact: Karen Hinton

Telephone:

12:30 - 12:40 PM TRAVEL TIME FROM 4TH AVENUE AND GARFIELD PLACE TO TBD

Travel Time: 10 Mins

Car :

12:45 - 1:15 PM NEIGHBORHOOD WALK & TALK WITH CHANNEL 7

Notes:

Press Contact: Karen Hinton

Telephone:

1:20 - 1:35 PM

Location:

Press Contact:

Telephone:

1:40 - 2:00 PM TRAVEL FROM TBD TO CITY HALL

Location:

Travel Time: 30 Mins.

Car :

1:40 - 2:00 PM CALL

Call In:

Code:

2:00 - 3:00 PM MEETING WITH THE CHANCELLOR

Location: City Hall, The Governor's Room

3:00 - 4:00 PM DV ROUNDTABLE (REMARKS ON TOPIC QA)

Location: City Hall, The Blue Room

Staff Contact: Marti Adams Baker

	Telephone: [REDACTED]
	Press Contact: Karen Hinton
	Telephone: [REDACTED]
4:00 - 4:45 PM	[REDACTED]
	Location: [REDACTED]
4:45 - 5:00 PM	WALK FROM CITY HALL TO FOLEY SQUARE
	Travel Time: 30 Mins.
	Walk : [REDACTED]
5:00 - 6:00 PM	HOUSING RALLY (NO Q&A)
	Location: Foley Square
	Staff Contact: Wiley Norvell
	Telephone: [REDACTED]
	Press Contact: Austin Finan
	Telephone: [REDACTED]
	Site Advance: Stefan Grybauskas
	Telephone: [REDACTED]
6:00 - 6:30 PM	TRAVEL FROM FOLEY SQUARE TO GRACIE MANSION
	Travel Time: 30 Mins.
	Car : [REDACTED]
6:30 - 7:15 PM	MEETING WITH KAREN
	Location: Gracie Mansion
7:30 - 8:15 PM	MAYOR AND FIRST LADY'S WOMENS HISTORY MONTH CELEBRATION
	Location: Gracie Mansion
	Staff Contact: Carla Matero
	Telephone: [REDACTED]
	Press Contact: Rosemary Boeglin
	Telephone: [REDACTED]
8:15 - 9:30 PM	MEETING WITH CARL WEISBORD AND REV. SHARPTON
	Location: Gracie Mansion
9:30 - 10:30 PM	[REDACTED]
CITY HALL STEPS PRESS CONFERENCES	
9:00 AM	Queens, Brooklyn Public Schools "Funding"
	60 people
10:00 AM	Parents for Quality Education "Safety In Public Schools"- 15 People
12:00 PM	Local 375 "Employment Discrimination" -15 people

1:00 PM Campaign for Children "After School" 100 people

FLONYC SCHEDULE

8:30 - 9:30 AM

[REDACTED]

10:00 - 11:45 AM

[REDACTED]

11:45 - 12:20 PM

LUNCH//WEEKLY MEETING WITH ROXANNE JOHN

1:00 - 1:45 PM

RIBBON CUTTING CEREMONY FOR ZUCKER HILLSIDE HOSPITAL'S PERINATAL

PSYCHIATRY UNIT

2:25 - 2:45 PM

[REDACTED]

[REDACTED]

MEETING WITH RYAN DODGE

3:00 - 3:30 PM

OPENING REMARKS AT TWITTER'S #POSITIONOFSTRENGTH EVENT

3:45 - 4:30 PM

FLONYC

[REDACTED]

MEETING WITH STAFF

4:30 - 4:45 PM

[REDACTED]

4:45 - 5:00 PM

WALK

[REDACTED]

5:00 - 6:00 PM

RALLY

7:15 - 8:30 PM

WOMEN HISTORY MONTH RECEPTION WITH MBDB

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Thursday, March 24, 2016
Date: Wednesday, March 23, 2016 6:20:46 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, March 24, 2016

WEATHER: NYC: Hi of 60. Low of 51. Partly Cloudy
FL: Hi of 87. Low of 68. PM Thunderstorms
ATTIRE: Casual

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO LGA
Travel Time: 30 Min.
Car: [REDACTED]

8:00 - 11:26 AM DEPART [REDACTED]
Location: [REDACTED]
Car: [REDACTED]
Notes: Confirmation #: [REDACTED]
[REDACTED]

12:00 - 1:00 PM TRAVEL [REDACTED]
Travel Time: 30 Min.
Car: [REDACTED]

12:00 - 12:30 PM [REDACTED]

1:05 - 4:05 PM [REDACTED]

[REDACTED]

CITY HALL STEPS PRESS CONFERENCES

1:00 PM C/M Torres "Making Endorsement for Congress" 50 people

FLONYC SCHEDULE

1:00 - 4:00 PM [REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Friday, March 25, 2016
Date: Thursday, March 24, 2016 6:31:32 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, March 25, 2016

WEATHER: NYC: Hi of 70. Low of 40. Partly Cloudy
FL: Hi of 86. Low of 69. PM Thunderstorms
ATTIRE: Casual
Notes: [REDACTED]

10:00 - 10:30 AM [REDACTED]

[REDACTED]

CITY HALL STEPS PRESS CONFERENCES

11:00 AM Latino Community on AIDS "End of AIDS" 50 people

FLONYC SCHEDULE
No schedule

From: [Caquias, Paula](#)
Bcc: [Geri Prado](#) [REDACTED] [ifdc](#)
Subject: MINI SCHEDULE - Saturday, March 26, 2016
Date: Friday, March 25, 2016 6:21:50 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, March 26, 2016

WEATHER: NYC: Hi of 55. Low of 40. Sunny
FL: Hi of 89. Low of 70. Partly Cloudy
ATTIRE: Casual

10:00 - 10:30 AM

[REDACTED]

[REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No Scheduled Press Conference

FLONYC SCHEDULE
No schedule

From: [Caquias, Paula](#)
Bcc: ["Geri Prado"; ifdc](#)
Subject: MINI SCHEDULE - Sunday, March 27, 2016
Date: Friday, March 25, 2016 6:22:40 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, March 27, 2016

WEATHER: NYC: Hi of 53. Low of 45. Mostly Sunny
FL: Hi of 88. Low of 70. Partly Cloudy
ATTIRE: Casual
Notes: Easter Sunday

10:00 - 10:30 AM

[REDACTED]

5:37 - 8:37 PM

DEPART

[REDACTED]

Notes: Confirmation #: [REDACTED]

[REDACTED]

8:45 - 9:15 PM

TRAVEL FROM LGA TO GRACIE MANSION

Time: 30 Mins

Car:

[REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No Scheduled Press Conference

FLONYC SCHEDULE

5:30 - 8:30 PM

DEPART

[REDACTED]

From: [Caquias, Paula](#)
Bcc: ["Geri Prado"; ifdc](#)
Subject: MINI SCHEDULE - Monday, March 28, 2016
Date: Friday, March 25, 2016 6:23:01 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, March 28, 2016

WEATHER: NYC: Hi of 60. Low of 44. Thunderstorms
ATTIRE: Business

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 10:00 AM TRAVEL [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:00 AM NEWS WITH MONICA

10:00 - 10:30 AM [REDACTED]
[REDACTED] [REDACTED]

10:45 - 11:00 AM TRAVEL [REDACTED]
Travel Time: 15 Mins.
Car: [REDACTED]

11:00 - 12:00 PM [REDACTED]
Location: [REDACTED]

12:00 - 12:30 PM [REDACTED]
Location: [REDACTED]

12:30 - 1:30 PM [REDACTED]
Location: [REDACTED]

1:15 - 2:00 PM [REDACTED]
Location: [REDACTED]

2:00 - 2:15 PM	TRAVEL FROM CITY HALL TO 1PP
2:15 - 3:15 PM	TERRORISM TTX WITH PC (ON TOPIC Q/A) Location: 1PP Press Contact: Monica Klein Telephone: [REDACTED] Site Advance: Stefan Grybauskas Telephone: [REDACTED]
3:15 - 3:30 PM	TRAVEL FROM 1PP TO CITY HALL Travel Time: 15 Mins. Car: [REDACTED]
3:30 - 4:00 PM	PREP [REDACTED] Location: City Hall, The Mayor's Office
4:00 - 5:00 PM	BILL SIGNING (REMARKS/NO QA) Location: City Hall, The Blue Room Staff Contact: Jon Paul Lupo Telephone: [REDACTED]
5:00 - 6:00 PM	MEETING WITH EMMA AND ARELIS Location: City Hall, The Mayor's Office
6:00 - 6:45 PM	[REDACTED] Location: [REDACTED]
6:45 - 7:15 PM	TRAVEL FROM CITY HALL TO GRACIE MANSION Travel Time: 30 Mins. Car: [REDACTED]
7:15 - 8:00 PM	[REDACTED] Location: [REDACTED]
8:00 - 9:00 PM	INNER CIRCLE REHEARSAL WITH PRODUCER DANNY GOLDSTEIN AND HOT 97 Location: Gracie Mansion

CITY HALL STEPS PRESS CONFERENCES
No Scheduled Press Conference

FLONYC SCHEDULE

10:00 - 7:00 PM	[REDACTED]
12:30 - 1:30 PM	LUNCH/[REDACTED] MEETING WITH ROXANNE JOHN (GM)

7:00 - 8:00 PM



8:00 - 10:00 PM



From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Tuesday, March 29, 2016
Date: Monday, March 28, 2016 6:58:51 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, March 29, 2016

WEATHER: Hi of 54. Low of 35. Sunny/Wind
ATTIRE: Business
Notes: [REDACTED]

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 10:00 AM NEWS WITH MONICA

10:00 - 12:15 PM CALL TIME
Location: [REDACTED]

12:15 - 1:00 PM TRAVEL FROM [REDACTED] TO 320 EAST 43RD STREET
Travel Time: 45 Mins.
Car: [REDACTED]

1:00 - 1:15 PM 15 MINUTE PULL ASIDE WITH MAYOR WILLIAM BELL, BIRMINGHAM AL
Location: Ford Foundation, 320 East 43rd Street
Site Contact: April Odom, Director of Communications
Telephone: [REDACTED]
Staff Contact: Stephanie Yazgi
Telephone: [REDACTED]

1:30 - 2:00 PM KEYNOTE REMARKS AT THE GROWTH IN CITIES CAMPAIGN LAUNCH OECD +
FORD FOUNDATION
Location: Ford Foundation, 320 East 43rd Street- 11th Floor
Site Contact: Deanna Bitetti, Deputy Commissioner- Mayor's Office of
International Affairs
Telephone: [REDACTED]

Press Contact: Amy Spitalnick
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

2:00 - 2:30 PM TRAVEL FROM 320 EAST 43RD STREET TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

2:00 - 2:30 PM [REDACTED]
Location: [REDACTED]

2:30 - 3:30 PM MEETING [REDACTED]
Location: City Hall, The Mayor's Office

3:30 - 4:30 PM [REDACTED]
Location: [REDACTED]

4:30 - 5:30 PM [REDACTED] MEETING
Location: City Hall, The Blue Room

5:30 - 6:00 PM MEETING WITH LUIS GARDEN ACOSTA
Location: City Hall, The Mayor's Office

6:00 - 6:30 PM BRIEFING [REDACTED]
Location: City Hall, The Blue Room

6:30 - 7:30 PM [REDACTED]
Location: [REDACTED]

7:30 - 8:00 PM TRAVEL FROM CITY HALL TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

8:00 - 9:30 PM [REDACTED]
Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No Scheduled Press Conference

FLONYC SCHEDULE

9:00 - 10:00 AM WHITESPACE

10:15 - 11:15 AM [REDACTED]

11:30 - 12:30 PM

[REDACTED]

1:30 - 3:15 PM

[REDACTED]

4:00 - 5:00 PM

THRIVENYC TOWN HALL ON LATINA SUICIDE PREVENTION WITH REP. NYDIA
VELAZQUEZ

5:30 - 6:00 PM

MEETING WITH ROXANNE JOHN & JACKIE BRAY

6:00 - 6:30 PM

ATTEND BRIEFING [REDACTED] WITH MBDB

7:00 - 8:00 PM

[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Wednesday, March 30, 2016
Date: Tuesday, March 29, 2016 6:48:20 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, March 30, 2016

WEATHER: Hi of 56. Low of 46. Sunny/Wind
ATTIRE: Business
Notes: [REDACTED]

7:30 - 8:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

8:30 - 9:30 AM [REDACTED]
[REDACTED] [REDACTED]

10:00 - 10:50 AM TRAVEL FROM [REDACTED] TO 492 FIRST AVENUE, MANHATTAN
Travel Time: 50 Mins.
Car: [REDACTED]

10:00 - 10:30 AM [REDACTED]

11:00 - 12:30 PM REMARKS AT THE MEMORIAL SERVICE FOR NICHOLAS SCOPETTA (ARRIVE
AT 10:50AM)

Location: The ACS/ Nicholas Scoppetta Children's Center, 492 1st
Avenue, Manhattan

Site Contact: Lt Joseph Lapointe
Telephone: [REDACTED]
Staff Contact: Pinny Ringel
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

12:30 - 1:00 PM TRAVEL FROM 28TH STREET TO CITY HALL
Travel Time: 30 Mins
Car: [REDACTED]

1:00 - 2:00 PM [REDACTED]
Location: [REDACTED]

2:00 - 3:00 PM	MEETING WITH OPT OUT PARENTS Location: City Hall, The Blue Room Staff Contact: Avi Fink Telephone: [REDACTED]
3:00 - 3:30 PM	TRAVEL [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
3:00 - 3:30 PM	[REDACTED] Location: [REDACTED]
3:30 - 6:00 PM	CALL TIME Location: [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
6:00 - 6:30 PM	TRAVEL [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
6:30 - 8:00 PM	[REDACTED] Location: [REDACTED]
8:00 - 8:30 PM	TRAVEL FROM [REDACTED] TO GRACIE MANSION Travel Time: 30 Mins. Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

9:00 AM -Rubinstein Communications "DOT Legislation - Public Spaces"
100 people

10:00 AM- Change The Stakes & NYC Opt Out "NYS Testing"
20 people

2:00 PM-United Service Workers Union "Pedestrian Plaza Legislation"
30 people

FLONYC SCHEDULE

9:00 - 10:00 AM	[REDACTED]
10:45 - 11:15 AM	REMARKS & RECEIVE AWARD AT DOC WOMEN'S HISTORY MONTH
RECOGNITION EVENT	
11:45 - 12:30 PM	[REDACTED]
12:30 - 1:00 PM	[REDACTED]
1:00 - 2:30 PM	MAYOR'S FUND [REDACTED]

2:30 - 3:00 PM

[REDACTED]

3:00 - 3:20 PM

[REDACTED]

3:20 - 3:30 PM

PRE-TAPE PHONE INTERVIEW WITH REV. AR BERNARD

3:30 - 4:00 PM

[REDACTED]

4:00 - 4:30 PM

MEETING WITH ANDREA HAGELGANS & ERIN WHITE

4:30 - 7:00 PM

[REDACTED]

7:00 - 8:00 PM

[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Thursday, March 31, 2016
Date: Wednesday, March 30, 2016 6:31:58 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, March 31, 2016

WEATHER: Hi of 71. Low of 61. Partly Cloudy
ATTIRE: Business
Notes: [REDACTED]

6:20 - 6:30 AM TRAVEL FROM GRACIE MANSION TO 30 ROCKEFELLER CENTER - 49 W 49TH STREET, BETWEEN 5TH AVE AND 6TH AVE - STUDIO: 3A

Travel Time: 10 Mins.

Car: [REDACTED]

6:40 - 6:50 AM LIVE INTERVIEW ON MORNING JOE

Location: 30 Rockefeller Center - 49 W 49th Street, between 5th Ave and 6th Ave - Studio: 3A

7:00 - 7:30 AM TRAVEL FROM 49TH STREET TO [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

8:00 - 9:00 AM

[REDACTED]
[REDACTED] [REDACTED]

9:30 - 10:00 AM TRAVEL FROM [REDACTED] TO CITY HALL

Travel Time: 30 Mins.

Car: [REDACTED]

9:30 - 10:00 AM NEWS WITH MONICA

10:00 - 11:00 AM

[REDACTED]
Location: [REDACTED]

11:00 - 12:00 PM

[REDACTED]
Location: [REDACTED]

12:00 - 1:30 PM

[REDACTED]
Location: [REDACTED]

1:30 - 2:00 PM	PREP [REDACTED] Location: City Hall, The Mayor's Office
2:00 - 2:30 PM	(T) INTERVIEW WITH ANNIE KARNI OF POLITICO Location: City Hall, The Mayor's Office
2:30 - 3:00 PM	(T) INTERVIEW WITH ALEX BURNS OF THE NY TIMES Location: City Hall, The Mayor's Office
3:00 - 4:00 PM	[REDACTED] Location: [REDACTED]
4:00 - 5:00 PM	[REDACTED] MEETING WITH PC Location: City Hall, The Blue Room
5:00 - 5:30 PM	[REDACTED] Location: [REDACTED]
5:30 - 6:30 PM	[REDACTED] BRIEFING Location: City Hall, The Blue Room
6:30 - 7:00 PM	TRAVEL FROM CITY HALL TO GRACIE MANSION Travel Time: 30 Mins. Car : [REDACTED]
6:30 - 7:00 PM	CALL WITH MATTHEW HILTZIK Location: YOU call Matt at [REDACTED]
7:00 - 9:00 PM	[REDACTED] MEETING Location: Gracie Mansion

CITY HALL STEPS PRESS CONFERENCES

10:00 AM	Parents For Quality Public Schools "Safety In Schools" 10 people
2:00 PM	Association for Better NY "Voter Turnout" 20 people

FLONYC SCHEDULE

10:00 - 10:45 AM	[REDACTED]
11:00 - 12:00 PM	[REDACTED]
1:00 - 3:00 PM	NYPD CIT TRAINING OBSERVATION
3:30 - 4:00 PM	MEETING WITH TOM, PETER, & KEVIN
4:00 - 4:15 PM	[REDACTED]
4:15 - 4:20 PM	PHONE INTERVIEW WITH MANHATTAN TIMES/BRONX FREE PRESS ON C2C
4:20 - 4:40 PM	FLONYC [REDACTED] MEETING WITH STAFF

4:40 - 5:00 PM

5:00 - 5:30 PM

5:30 - 6:00 PM

6:00 - 7:00 PM

7:00 - 9:00 PM

[REDACTED]

[REDACTED]

DEPART [REDACTED]

[REDACTED]

[REDACTED] MEETING WITH MBDB

From: [John Del Cecato](#)
To: [B: FLONYC](#)
Subject: Re: OBSERVER: Opinion: Bill de Blasio's Big Moment
Date: Thursday, March 31, 2016 10:36:10 AM

From: Bill de Blasio <BCCD@cityhall.nyc.gov>
Reply-To: Bill de Blasio <BCCD@cityhall.nyc.gov>
Date: Thursday, March 31, 2016 at 9:46 AM
To: FLONYC <FLONYC@cityhall.nyc.gov>, John Del Cecato <jfdc@akpdmedia.com>
Subject: Fw: OBSERVER: Opinion: Bill de Blasio's Big Moment

From: Clips <Clips@cityhall.nyc.gov>
Date: Thu, 31 Mar 2016 13:27:31 +0000
To: Clips<Clips@cityhall.nyc.gov>
Subject: OBSERVER: Opinion: Bill de Blasio's Big Moment

Opinion: Bill de Blasio's Big Moment

NY OBSERVER - Brent Budowsky

<http://observer.com/2016/03/bill-de-blasios-big-moment/>

New York Mayor Bill de Blasio is America's leading progressive populist mayor who combines a powerfully reformist political philosophy with a need to govern the city that never sleeps with a strong hands-on leadership every hour of every day.

While he has ably managed city government and superbly led New York during significant terror threats, Mr. de Blasio has earned a prominent role in the pantheon of national progressive leaders alongside Senator Bernie Sanders, Senator Elizabeth Warren, Senator Sherrod Brown and former and hopefully future Senator Russ Feingold of Wisconsin, among others.

What has made Mr. de Blasio so valuable to the city he leads and Democrats nationally has been his ability to stand for high ideals in the tradition of leaders named Roosevelt and Kennedy, while administering an apparatus of the world's largest municipal government on a daily, hands-on basis.

The late former mayor John Lindsay, who I was privileged to work for as a very young man, once said that being mayor of New York is the second toughest job in the nation. How right he was!

As the political eyes of the nation soon turn to New York for the April 19 presidential primary the mayor will assume a vital role that will continue through the Democratic National Convention and the general election in November, and beyond.

Regarding the two leading Democratic presidential candidates, my long held and often stated view is that Hillary Clinton is superbly qualified to be president while Mr. Sanders is the progressive conscience of the Democratic Party whose leading role in national politics has only begun.

Let me also repeat here my long held and often stated hope that both candidates will campaign by offering a positive vision for the future. Fair and constructive criticism between the candidates is right and proper so long as the tone is respectful and civil and the purpose is to achieve the maximum possible progressive reformation of America, which will ultimately require a united front among Democrats and electing more progressive Democrats to the House, Senate and statewide office.

The nomination by Republicans of Donald Trump could bring Armageddon for what progressives stand for, but it also creates the possibility of a landslide victory for Democrats and progressives with both Mr. Sanders and Ms. Clinton running far ahead of Mr. Trump in polls.

Those of us who are progressive and populist are outraged the obstructionist efforts of Republicans in Washington to prevent the confirmation of a new Supreme Court justice and force a government shutdown of a Supreme Court that will be gridlocked by 4-4 votes on crucial matters of justice in America.

Few issues are more important to the future of the nation than the battle for the future of the Supreme Court, which could define the course of justice in America for a generation. On this great matter there is complete agreement between Ms. Clinton and Mr. Sanders for one historic direction, and complete agreement between Mr. Trump and Ted Cruz for the opposite—and in my view catastrophic—direction for the rule of law.

In a similar vein Democrats can witness the GOP campaign between two extremist candidates, Mr. Trump and Mr. Cruz, either of whom would take America on what we progressive populists believe would be a dark and dangerous path.

As the Democratic campaign reaches New York, and then the national convention, and then the general election Mr. de Blasio can, should and I believe will play a critical role. He is a genuine and influential progressive leader who has earned great respect from progressives in what we might call the Sanders-Warren wing of the party while he is a long-time friend, former campaign manager and supporter of Ms. Clinton.

Let's remember that great progressive presidents such as Franklin Delano Roosevelt and John F. Kennedy had to build politically winning and governing coalitions. As Democrats in 2016 seek to build a coalition that can win the general election and lead the nation with a successful progressive governing coalition, Mr. de Blasio is positioned to play a central role.

Leading progressive voices such as Mr. de Blasio, Ms. Warren, Mr. Brown and Mr. Feingold have great moral credibility with Mr. Sanders and his supporters and substantial governing and political clout with Ms. Clinton and her supporters. They can light the flame of the progressive movement—and I deliberately use the word movement—while bringing the Clinton and Sanders campaigns and supporters closer together behind a progressive platform seeking a mandate to govern and the ability to govern.

No mission is more important to the achievement of progressive goals than the election of more progressive Democrats to the House and Senate.

The future of America can be viewed as two alternate universes, to use a concept of theoretical physics.

One universe would be the election of an extreme Republican president with the continuation of a Republican Congress with the power to create a conservative Supreme Court majority to thwart justice in America for decades. The other universe would be the election of a progressive Democratic president with a mandate large enough to create a Democratic majority in Congress and a liberal Supreme Court that would empower a new commitment to justice in America for decades.

Every progressive populist should go to sleep at night dreading the prospect of a Trump or Cruz presidency, but also dreaming of the prospect of a Democratic president and Congress and liberal Supreme Court majority.

For these reasons I have proposed that whoever is nominated for president—leading progressive Democrats such as Mr. Sanders, Mr. de Blasio and Ms. Warren—unite behind what I call a People's PAC to raise huge amounts of good clean money from large numbers of small donors. President Obama began this vision in 2008 and Mr. Sanders elevated it to new and spectacular heights in 2016.

The sky is the limit if the progressive cause becomes a continuing, lasting and powerful movement that can elect essential progressive Democrats and ultimately realize the campaign finance revolution Mr. Sanders champions and Ms. Clinton supports—ending the scourge of corruption brought by the five conservative men of the Supreme Court in its heinous Citizens United decision and replacing it with campaign donations that are of, by and for the people.

Mr. de Blasio can play a crucial role in the unfolding drama of choosing America's next leader and deciding the course of America's future. As the primary campaign soon shifts to New York, the man and the moment will come together which is great news for Democrats, America and the world.

From: [Salazar-Rodriguez, Prisca](#)
To: [jfdc](#); [Snyder, Thomas](#)
Subject: RE: <no subject>
Date: Thursday, March 31, 2016 2:12:10 PM

Ok – use call in # [REDACTED] Code: [REDACTED]

From: John Del Cecato [mailto:jfdc@akpdmedia.com]
Sent: Thursday, March 31, 2016 11:32 AM
To: Salazar-Rodriguez, Prisca; Snyder, Thomas
Subject: <no subject>

I've got to fly to Ottawa tonight at 830, but can call in for first part of the planning mtg

From: [Salazar-Rodriguez, Prisca](#)
To: [jfdc](#)
Cc: [Snyder, Thomas](#)
Subject: Re: <no subject>
Date: Thursday, March 31, 2016 6:46:04 PM

I don't see it starting till closer to 730

Sent from my iPhone

- > On Mar 31, 2016, at 11:32 AM, John Del Cecato <jfdc@akpdmedia.com> wrote:
- >
- > I've got to fly to Ottawa tonight at 830, but can call in for first part of the planning mtg

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Friday, April 1, 2016
Date: Thursday, March 31, 2016 6:48:30 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, April 1, 2016

WEATHER: Hi of 72. Low of 54. Thunderstorms
ATTIRE: Business
Notes: [REDACTED]

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 10:00 AM TRAVEL FROM [REDACTED] TO MADISON SQUARE GARDEN, ENTER
RAMP ON 33RD BETWEEN 7TH AND 8TH.
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:00 AM NEWS WITH PETER

10:00 - 12:00 PM REMARKS AT POLICE OFFICERS GRADUATION CEREMONY
Location: Madison Square Garden, enter ramp on 33rd between 7th
and 8th.

Note: [REDACTED]
Press Contact : Monica Klein
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

12:00 - 1:00 PM TRAVEL FROM MADISON SQUARE GARDEN TO [REDACTED]
Travel Time: 1 Hr.
Car: [REDACTED]

12:00 - 1:00 PM [REDACTED]

1:00 - 6:00 PM CALL TIME

Location: [REDACTED]

6:00 - 6:30 PM

[REDACTED]

Notes: [REDACTED]

6:30 - 7:00 PM

TRAVEL FROM [REDACTED] TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

6:30 - 7:00 PM

[REDACTED]

[REDACTED]

Location: [REDACTED]

7:00 - 9:00 PM

[REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

10:00 - 12:30 PM

[REDACTED]

12:30 - 1:00 PM

[REDACTED]

1:00 - 2:00 PM

[REDACTED]

2:00 - 7:00 PM

[REDACTED]

7:00 - 9:00 PM

[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prade](#); [jfdc](#)
Subject: MINI SCHEDULE - Saturday, April 2, 2016
Date: Friday, April 01, 2016 6:57:25 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, April 2, 2016

WEATHER: Hi of 59. Low of 40. Showers

ATTIRE: [REDACTED]

Notes: [REDACTED]

7:00 - 7:30 AM

TRAVEL FROM GRACIE MANSION TO [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

8:00 - 9:00 AM

[REDACTED]
[REDACTED]

[REDACTED]

9:30 - 9:45 AM

TRAVEL [REDACTED] TO PROSPECT PARK FIELD #1

Travel Time: [REDACTED]

9:45 - 10:00 AM

CALL WITH BRUSSELS MAYOR YVAN MAYEUR

Location: [REDACTED]

10:00 - 10:30 AM

VOTE IN PBNYC 2016 VOTE WITH FLONYC

Location: Prospect Park, Baseball Field 1- 9th Street and Prospect Park

West

Note: [REDACTED]

Staff Contact: Daniel Abramson

Telephone: [REDACTED]

Press Contact: Aja Worthy- Davis

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

Notes: [REDACTED]

10:30 - 11:30 AM
CEREMONY

ATTEND THE PROSPECT PARK ALLIANCES LITTLE PARADE KICK OFF

Location: Prospect Park, Baseball Field 1

Site Contact: Grace McCreight, External Affairs Assistant
Telephone: [REDACTED]
Staff Contact: Daniel Abramson
Telephone: [REDACTED]
Press Contact: Aja Worthy- Davis
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]
Notes: [REDACTED]

11:30 - 12:00 PM TRAVEL FROM PROSPECT PARK TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

11:30 - 12:00 PM

12:00 - 3:00 PM

[REDACTED] PREP

Location: Gracie Mansion

3:00 - 3:30 PM

TRAVEL FROM GRACIE MANSION TO [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

3:30 - 6:30 PM

6:30 - 7:00 PM

TRAVEL

Travel Time: 30 Mins.

Car: [REDACTED]

7:00 - 7:30 PM

Location: [REDACTED]

7:30 - 8:00 PM

TRAVEL FROM [REDACTED] TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

No Scheduled Press Conference

FLONYC SCHEDULE

10:00 - 10:30 AM

VOTE IN PBNYC 2016 VOTE WITH MBDB

10:30 - 11:15 AM

12:00 - 12:45 PM

NYC CHILDREN'S CABINET BABY SHOWER FOR EXPECTANT & NEW

PARENTS

1:30 - 3:00 PM	
3:00 - 3:30 PM	
4:00 - 5:30 PM	
5:30 - 6:00 PM	
6:00 - 7:00 PM	
7:00 - 8:00 PM	

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#) ([REDACTED]); [jfdc](#)
Subject: MINI SCHEDULE -Sunday, April 3, 2016
Date: Friday, April 01, 2016 7:18:23 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday, April 3, 2016

WEATHER: Hi of 44. Low of 35. Partly Cloudy/ Winds
ATTIRE: Business
Notes: [REDACTED]

10:30 - 11:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins
Car : [REDACTED]

10:30 - 11:00 AM [REDACTED]

11:30 - 12:30 PM [REDACTED]
[REDACTED] [REDACTED]

1:15 - 2:00 PM TRAVEL FROM [REDACTED] TO 130 WEST 30TH STREET
Travel Time: 45 mins.
Car : [REDACTED]

2:00 - 3:00 PM REMARKS AT THE DEDICATION CEREMONY OF THE NEW CBST SYNAGOGUE
Location: 130 West 30th Street, Manhattan
Staff Contact: Pinny Ringel
Telephone: [REDACTED]
Press Contact: Amy Spitalnick
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

3:00 - 3:30 PM TRAVEL FROM 130 WEST 30TH STREET TO GRACIE MANSION
Travel Time: 30 Mins.
Car : [REDACTED]

3:30 - 4:30 PM [REDACTED] CALL
Call in: [REDACTED]
Code: [REDACTED]

5:15 - 6:00 PM TRAVEL FROM GRACIE MANSION TO 1367 UTICA AVENUE, BROOKLYN
Travel Time: 45 Mins.
Car : [REDACTED]

6:00 - 7:00 PM REMARKS AT THE 24TH ANNUAL WOMEN CELEBRATING WOMEN GALA,
ORGANIZED BY DR. UNA CLARKE ([REDACTED])
Location: 1367 Utica Avenue, Brooklyn
Press Contact: Aja Worthy- Davis
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

7:00 - 7:30 PM TRAVEL FROM 1367 UTICA AVENUE TO 153-49 REEVES AVENUE, FLUSHING
Travel Time: 30 Mins.
Car : [REDACTED]

7:30 - 8:00 PM REMARKS AT THE BIG 4TH ANNUAL CHAZAQ EVENT
Location: The Colden Auditorium at Queens College, 153-49 Reeves
Avenue, Flushing
Attendees: 2500 people
Site Contact: Yaniv Meirov
Telephone: [REDACTED]
Staff Contact: Pinny Ringel
Telephone: [REDACTED]
Press Contact: Aja Worthy- Davis
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

8:00 - 8:30 PM TRAVEL FROM 153-49 REEVES AVENUE TO GRACIE MANSION
Travel Time: 30 Mins.
Car : [REDACTED]

8:30 - 10:00 PM INNER CIRCLE REHEARSAL WITH PRODUCER DANNY GOLDSTEIN AND
CELEBRITIES
Location: Gracie Mansion

CITY HALL STEPS PRESS CONFERENCES
10:00 AM C/M Dromm "Education" 100 people
11:00PM-1:00PM Comptroller Stringer "Release Of Report" 50 people
1:00PM Coalition For Community Advancement "Mayor De Blasio's MI Plan" 100
people

FLONYC SCHEDULE
11:30 - 12:30 PM [REDACTED]

1:30 - 3:30 PM

[REDACTED]

3:30 - 4:30 PM

MBDB [REDACTED] CALL

6:00 - 7:00 PM

REMARKS & RECEIVE AWARDS AT THE 24TH ANNUAL WOMEN CELEBRATING
WOMEN GALA ORGANIZED BY DR. UNA CLARKE WITH MBDB

7:30 - 8:30 PM

[REDACTED]

8:30 - 10:00 PM

[REDACTED]

[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: UPDATED MINI SCHEDULE - Monday, April 4, 2016
Date: Sunday, April 03, 2016 7:43:50 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Monday, April 4, 2016

WEATHER: Hi of 55. Low of 29. Rain

ATTIRE: Business

7:00 - 7:30 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
8:00 - 9:00 AM	[REDACTED] [REDACTED] [REDACTED]
9:30 - 10:00 AM	TRAVEL FROM [REDACTED] TO CITY HALL Travel Time: 30 Mins. Car: [REDACTED]
9:30 - 10:00 AM	NEWS WITH MONICA
10:00 - 11:00 AM	MEETING WITH TOM Location: City Hall, The Mayor's Office
11:00 - 11:45 AM	MEETING [REDACTED] Location: City Hall, The Blue Room
11:45 - 12:45 PM	MEETING [REDACTED] Location: City Hall, The Blue Room
12:30 - 12:45 PM	TRAVEL FROM CITY HALL TO 1PP Travel Time: 15 Mins. Walk: [REDACTED]
12:45 - 1:00 PM	[REDACTED] Location: [REDACTED]
1:00 - 2:30 PM	CRIME STATS AVAIL WITH PC (ON/OFF TOPIC QA) Location: 1Police Plaza – 2nd Floor

Site Contact: Gene Whyte
Telephone: [REDACTED]
Press Contact: Monica Klein
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]
Setup: Press conference Set Up.
Podium: Yes
Remarks: Prepared
Press: Open

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

2:30 - 2:45 PM

TRAVEL FROM 1PP TO CITY HALL

Travel Time: 15 Mins.

Walk:

[REDACTED]

3:00 - 4:30 PM

[REDACTED]

Location:

[REDACTED]

4:30 - 5:00 PM

[REDACTED]

Location:

[REDACTED]

5:00 - 6:00 PM

[REDACTED]

Location:

[REDACTED]

6:00 - 6:30 PM

TRAVEL FROM CITY HALL TO

[REDACTED]

Travel Time: 30 Mins.

Car:

[REDACTED]

6:00 - 6:30 PM

[REDACTED]

CALL

Call in:

[REDACTED]

Code:

[REDACTED]

6:30 - 8:00 PM

[REDACTED]

Location:

[REDACTED]

8:00 - 8:30 PM

TRAVEL FROM

[REDACTED]

[REDACTED]

Travel Time: 30 Mins.

Car:

8:30 - 9:00 PM

Location:

Site Advance:

Telephone:

CITY HALL STEPS PRESS CONFERENCES

9:00AM

C/M Rodriguez "Car Free Earth Day" 50 people

FLONYC SCHEDULE

10:00 - 11:30 AM

12:00 - 12:45 PM

ATTEND MENTAL HEALTH FIRST AID TRAINING FOR CLERGY (QUEENS)

1:30 - 2:00 PM

2:40 - 2:50 PM

SIXTH ANNUAL ASPEN BRAIN FORUM (CH)

2:50 - 3:00 PM

VIDEO MESSAGE: MHA'S 2016 ANNUAL CONFERENCE "MEDIA, MESSAGING, & MENTAL HEALTH" (CH)

3:00 - 5:00 PM

(CH)

5:30 - 6:00 PM

6:00 - 7:00 PM

7:00 - 8:00 PM

MEETING WITH ROXANNE JOHN (GM)

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Tuesday, April 05, 2016
Date: Monday, April 04, 2016 7:05:31 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, April 05, 2016

WEATHER: Hi of 43. Low of 28. Sunny
ATTIRE: Business
Notes: [REDACTED].

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 mins.
Car: [REDACTED]

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 10:00 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:00 AM NEWS WITH PETER

10:00 - 10:30 AM MEETING WITH CHIEF JUDGE JANET DIFIORE
Location: City Hall, The Mayor's Office

10:30 - 11:00 AM [REDACTED]
Location: [REDACTED]

11:00 - 11:30 AM MEETING WITH REP. DAN KILDEE OF FLINT MICHIGAN
Location: City Hall, The Mayor's Office

11:45 - 11:55 AM REMARKS AT 4TH ANNUAL MAYOR'S DAY OF RECOGNITION FOR NATIONAL
SERVICE (NO Q/A)
Location: City Hall, Steps
Staff Contact: Andrea Hagelgans
Telephone: [REDACTED]
Press Contact: Contreras Raul
Telephone: [REDACTED]
Site Advance: Javon Coney

Telephone: [REDACTED]

12:30 - 1:00 PM TRAVEL FROM CITY HALL TO TOMKINS SQUARE PARK CLOSER TO EAST 7TH

Travel Time: 30 Mins.

Car: [REDACTED]

12:30 - 1:00 PM

[REDACTED]
[REDACTED]
[REDACTED]

1:00 - 3:00 PM

HOME STAT AVAIL (ON TOPIC QA)

Location: Tomkins Square Park closer to East 7th

Staff Contact: Dan Gross

Telephone: [REDACTED]

Press Contact: Aja Worthy- Davis

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

3:00 - 3:30 PM

TRAVEL FROM TOMPKINS SQUARE PARK TO [REDACTED]

[REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

3:30 - 5:00 PM

(T) MEETING

Location: 1650 Bedford Ave, Brooklyn, NY 11225

5:00 - 5:30 PM

TRAVEL [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

5:30 - 6:30 PM

[REDACTED]
Location: [REDACTED]

6:30 - 7:00 PM

TRAVEL FROM CITY HALL TO [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

7:00 - 8:30 PM

[REDACTED]
Location: [REDACTED]

8:30 - 9:00 PM

TRAVEL FROM [REDACTED] TO 102 NORTH END AVENUE

Travel Time: 30 Mins

Car: [REDACTED]

9:00 - 9:30 PM
DINNER

ATTEND AS AN HONORREE TO THE 25TH ANNIVERSARY SCOPE BENEFIT

Note: [REDACTED]

Location: The Conrad Hotel, 102 North End Avenue, Manhattan

Site Contact: Choi Wah Garcia

Telephone: [REDACTED]

Press Contact: Rosemary Boeglin

Telephone: [REDACTED]

Site Advance: Javon Coney

Telephone: [REDACTED]

9:30 - 10:00 PM

TRAVEL FROM 102 NORTH END AVENUE TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

10:00 - 10:30 PM

[REDACTED]

CITY HALL STEPS PRESS CONFERENCES

11:00

NYC Service "National Service Recognition Day"

150 people

FLONYC SCHEDULE

8:30 - 9:30 AM

[REDACTED]

10:00 - 10:45 AM

[REDACTED]

11:00 - 12:30 PM

[REDACTED]

12:30 - 1:00 PM

[REDACTED]

2:00 - 4:30 PM

EVENT IN BROOKLYN

5:15 - 6:30 PM

[REDACTED]

6:30 - 7:30 PM

[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Wednesday, April 06, 2016
Date: Tuesday, April 05, 2016 7:19:33 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, April 06, 2016

WEATHER: Hi of 49. Low of 44. Partly Cloudy
ATTIRE: Business
Notes: [REDACTED].

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 10:00 AM TRAVEL FROM [REDACTED] TO PS 123, 100 IRVING AVENUE, BROOKLYN
Travel Time: 30 Mins.
Car: [REDACTED]

9:30 - 10:00 AM [REDACTED] CALL [REDACTED]
Call in: [REDACTED]
Code: [REDACTED]

10:00 - 11:00 AM [REDACTED] PRE-K VISIT (ON/OFF TOPIC GAGGLE)
Location: PS 123, 100 Irving Avenue, Brooklyn
Notes:

[REDACTED]
[REDACTED]
[REDACTED]

Site Contact: Principal Arelis Parache
Telephone: [REDACTED]
Staff Contact: Jessica Ramos
Telephone: [REDACTED]
Press Contact: Austin Finan
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]

11:00 - 12:00 PM TRAVEL FROM 100 IRVING AVENUE TO RICHARD ROGERS THEATRE, 226 W

46TH STREET, MANHATTAN

Travel Time: 1 Hrs.

Car: [REDACTED]

11:00 - 11:30 AM

NEWS WITH PETER

12:00 - 1:00 PM
ANDREW SIFF

HAM4HAM AND INNER CIRCLE TAPING WITH LIN MANUEL MIRANDA &

Location: Richard Rogers Theatre, 226 W 46th Street, Manhattan

Notes:

* [REDACTED]

1:00 - 1:30 PM

TRAVEL FROM 226 WEST 46TH STREET TO CITY HALL

Travel Time: 30 Mins.

Car: [REDACTED]

1:30 - 2:30 PM

[REDACTED] MEETING

Location: City Hall, The Mayor's Office

2:30 - 3:30 PM

[REDACTED] MEETING

Location: City Hall, The Blue Room

3:30 - 4:30 PM

[REDACTED]

Location: [REDACTED]

4:30 - 5:30 PM
AND 815-B

PUBLIC HEARING AND BILL SIGNING FOR INTROS. 1068-A, 554-A, 993-A

Location: City Hall, The Blue Room

5:30 - 5:50 PM

[REDACTED]

Location: [REDACTED]

5:50 - 6:00 PM

TRAVEL FROM CITY HALL TO 52 BROADWAY

Travel Time: 10 Mins.

Car: [REDACTED]

6:00 - 7:00 PM

ATTEND HILLARY FOR AMERICA VOLUNTEER RALLY

Location: UFT, 52 Broadway

7:00 - 7:30 PM

TRAVEL FROM 52 BROADWAY TO GRACIE MANSION

Travel Time: 30 Mins.

Car :

[REDACTED]

7:00 - 7:30 PM

[REDACTED]

CALL WITH CUNY CHANCELLOR JAMES MILLIKEN ([REDACTED])

Location:

[REDACTED]

7:30 - 8:00 PM

[REDACTED]

Location:

[REDACTED]

8:00 - 9:00 PM

[REDACTED]

Location:

[REDACTED]

CITY HALL STEPS PRESS CONFERENCES

9:00 AM Innocence Project "Wrongful Convictions" 20 people

12:00 PM YAFFED "Education" 10 people

1:00 PM NYC EMT's "Lost Jobs & Better Pay" 100 people

FLONYC SCHEDULE

10:00 - 6:20 PM

[REDACTED]

7:00 - 7:30 PM

REMARKS & PRESENT AWARD TO JOYCE DINKINS AT THE DANCE THEATRE

OF HARLEM EVENT

8:00 - 9:00 PM

[REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Thursday, April 07, 2016
Date: Wednesday, April 06, 2016 7:24:54 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Thursday, April 07, 2016

WEATHER: Hi of 58. Low of 44. Rain
ATTIRE: Business

7:00 - 7:30 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] Travel Time: 30 Mins Car: [REDACTED]
8:00 - 9:00 AM	[REDACTED] [REDACTED] [REDACTED]
9:30 - 10:00 AM	TRAVEL FROM [REDACTED] CITY HALL Travel Time: 30 Mins Car: [REDACTED]
10:00 - 11:00 AM	[REDACTED] Location: [REDACTED]
11:00 - 11:30 AM	[REDACTED] Location: [REDACTED]
11:30 - 12:00 PM	[REDACTED] Location: [REDACTED]
12:00 - 1:00 PM	[REDACTED] Location: [REDACTED]
1:00 - 1:45 PM	[REDACTED] Location: [REDACTED]
1:45 - 2:00 PM	PREP [REDACTED] Location: City Hall, The Mayor's Office

2:00 - 2:30 PM	INTERVIEW WITH AMERICA DIVIDED Location: City Hall, The Blue Room Staff Contact: Marti Adams Baker Telephone: [REDACTED] Press Contact: Karen Hinton Telephone: [REDACTED]
2:30 - 3:20 PM	[REDACTED] Location: [REDACTED]
3:20 - 3:50 PM	TRAVEL FROM CITY HALL TO [REDACTED] Travel Time: 30 Mins Car: [REDACTED]
3:50 - 5:00 PM	[REDACTED] Location: [REDACTED]
5:00 - 5:15 PM	[REDACTED] [REDACTED] [REDACTED]: [REDACTED]
5:00 - 5:30 PM	TRAVEL FROM [REDACTED] TO GRACIE MANSION Travel Time: 30 Mins. Car: [REDACTED]
5:30 - 6:30 PM	[REDACTED] Location: [REDACTED]
6:30 - 7:00 PM	ATTEND GREEK INDEPENDENCE RECEPTION Location: Gracie Mansion Press Contact: Aja Worthy- Davis Telephone: [REDACTED]
7:00 - 7:15 PM STREET	TRAVEL FROM GRACIE MANSION TO THE PIERRE, 5TH AVENUE & 61ST Travel Time: 15 Mins. Car: [REDACTED]
7:15 - 7:45 PM	REMARKS AT THE CITIZEN'S BUDGET COMMISSION ANNUAL AWARDS DINNER Location: The Pierre, 5th Avenue & 61st Street Telephone: [REDACTED] Press Contact: Amy Spitalnick Telephone: [REDACTED] Site Advance: Javon Coney Telephone: [REDACTED]

7:45 - 8:00 PM TRAVEL FROM 61ST & 5TH AVENUE TO 301 PARK AVENUE

Travel Time: 15 Mins.

Car: [REDACTED]

8:00 - 8:30 PM REMARKS AT THE NEW YORK POLICE FOUNDATION 2016 GALA

Location: 301 Park Avenue – The Waldorf Astoria

Site Contact: Susan L. Birnbaum, President and CEO

Telephone: [REDACTED]

Press Contact: Monica Klein

Telephone: [REDACTED]

Site Advance: Stefan Grybauskas

Telephone: [REDACTED]

-

8:30 - 8:40 PM TRAVEL FROM 301 PARK AVENUE TO 110 EAST 42ND STREET

Travel Time: 10 Mins.

Car: [REDACTED]

8:45 - 9:00 PM REMARKS AT THE COUNCIL OF URBAN PROFESSIONALS 9TH ANNUAL
LEADERSHIP GALA

Location: Cipriani's, 110 East 42nd Street

Staff Contact: Jerika Richardson

Telephone: [REDACTED]

Press Contact: Monica Klein

Telephone: [REDACTED]

Site Advance: Javon Coney

Telephone: [REDACTED]

9:00 - 9:15 PM TRAVEL FROM 110 EAST 42ND STREET TO GRACIE MANSION

Travel Time:

Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

10:00AM United Spinal Association "Disability Rights" 20 people

12:00PM Food & Water Watch "Jobs & Environment" 50 people

1:00PM UJA Federation "Adult Literacy & Immigrant Service" 200 people

FLONYC SCHEDULE

10:00 - 12:00 PM [REDACTED]

12:00 - 12:30 PM [REDACTED]

1:00 - 1:30 PM KEYNOTE SPEAKER AT THE CHILDREN'S HEALTH FUND 2016 WOMEN'S
LEADERSHIP LUNCHEON

2:00 - 2:30 PM [REDACTED]

2:30 - 3:15 PM	MEETING WITH SHAUN KING, NY DAILY NEWS
3:15 - 3:30 PM	MEETING WITH MASHA GINDLER
3:30 - 3:50 PM	[REDACTED] SCHEDULING MEETING WITH STAFF
3:50 - 4:15 PM	[REDACTED] MEETING WITH RYAN DODGE
4:45 - 6:30 PM	[REDACTED]
7:30 - 8:30 PM	ATTEND THE 7TH ANNUAL DIANE VON FURSTENBERG AWARDS WITH
GABRIELLE FIALKOFF	

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Friday, April 08, 2016
Date: Thursday, April 07, 2016 6:51:55 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Friday, April 08, 2016

WEATHER: Hi of 52. Low of 37. Partly Cloudy
ATTIRE: Business
Notes: - [REDACTED].

7:00 - 7:30 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins
Car : [REDACTED]

8:00 - 9:00 AM [REDACTED]
[REDACTED] [REDACTED]

9:30 - 10:00 AM TRAVEL FROM [REDACTED] TO CITY HALL
Travel Time: 30 Mins.
Car : [REDACTED]

9:30 - 10:00 AM NEWS WITH MONICA

10:00 - 11:30 AM [REDACTED]
Location: [REDACTED]

11:30 - 12:15 PM TRAVEL FROM CITY HALL TO CITIFIELD
Travel Time: 45 Mins.
Car : [REDACTED]

12:15 - 1:15 PM ATTEND THE METS OPENING DAY CEREMONY
Location: Citifield, 123-01 Roosevelt Ave, Queens
Site Contact: Julianna Sabra, Coordinator, External Affairs
Telephone: [REDACTED]
Staff Contact: Michael Carey
Telephone: [REDACTED]
Press Contact: Natalie Grybauskas
Telephone: [REDACTED]
Site Advance: Andrew Schustek

Telephone: [REDACTED]

1:15 - 2:00 PM

TRAVEL FROM CITIFIELD TO [REDACTED]

Travel Time: 45 Mins.

Car : [REDACTED]

1:30 - 1:40 PM

[REDACTED]
Notes: [REDACTED]

2:00 - 6:30 PM

CALL TIME

Location: [REDACTED]

6:30 - 7:00 PM

TRAVEL FROM [REDACTED] TO GRACIE MANSION

Travel Time: 30 Mins.

Car : [REDACTED]

7:00 - 9:00 PM

[REDACTED]
Location: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

11:00AM Families Against Guns 30 people

FLONYC SCHEDULE

9:30 - 10:00 AM REMARKS AT UFT & DOE OFFICE OF GUIDANCE AND SCHOOL COUNSELING
PROFESSIONAL DEVELOPMENT DAY

10:00 - 10:45 AM [REDACTED]

11:30 - 12:15 PM LIVE INTERVIEW ON MSNBC WITH TAMRON HALL

12:35 - 1:00 PM [REDACTED]

1:00 - 1:30 PM [REDACTED]

1:30 - 1:45 PM [REDACTED]

1:45 - 7:00 PM [REDACTED]

7:00 - 9:00 PM [REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Saturday, April 09, 2016
Date: Friday, April 08, 2016 6:46:14 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Saturday, April 09, 2016

WEATHER: Hi of 42. Low of 30. Rain
ATTIRE: Business
Notes: [REDACTED]
[REDACTED]

7:30 - 8:00 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
8:30 - 9:30 AM	[REDACTED] [REDACTED] [REDACTED]
10:15 - 11:00 AM	TRAVEL FROM [REDACTED] TO NY HILTON HOTEL Travel Time: 45 Mins. Car: [REDACTED]
10:30 - 11:00 AM	NEWS WITH MONICA
11:00 - 12:30 PM	ON-SITE INNER CIRCLE REHEARSAL Location: New York Hilton, (53rd St & Sixth Avenue), Grand Ballroom (Third Floor) Staff Contact: Andrea Hagelgans Telephone: [REDACTED] Press Contact: Marti Adams Telephone: [REDACTED]
12:30 - 1:00 PM	TRAVEL FROM NY HILTON HOTEL TO GRACIE MANSION Travel Time: 30 Mins. Car : [REDACTED]
1:00 - 2:30 PM	[REDACTED] Location: [REDACTED]

2:30 - 6:45 PM DOWN

4:00 - 4:30 PM PREP [REDACTED]
Call In: [REDACTED]
Code: [REDACTED]

6:45 - 7:15 PM TRAVEL FROM GRACIE MANSION TO NEW YORK HILTON, (53RD ST & SIXTH AVENUE), GRAND BALLROOM (THIRD FLOOR)
Travel Time: 30 Mins.
Car: [REDACTED]

7:15 - 12:00 AM ATTEND THE 94TH ANNUAL INNER CIRCLE SHOW WITH FLONYC
Location: New York Hilton, (53rd St & Sixth Avenue), Grand Ballroom
(Third Floor)

Staff Contact: Andrea Hagelgans
Telephone: [REDACTED]
Press Contact: Marti Adams
Telephone: [REDACTED]

Notes: ** [REDACTED]

[REDACTED]

12:00 -12:30 AM TRAVEL FROM NEW YORK HILTON TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No Scheduled Press Conference

FLONYC SCHEDULE

10:30 - 7:30 PM [REDACTED]
1:00 - 2:30 PM [REDACTED]
7:15 - 11:55 PM ATTEND 94TH ANNUAL INNER CIRCLE SHOW WITH MBDB

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Sunday April 10, 2016
Date: Friday, April 08, 2016 7:19:05 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Sunday April 10, 2016

WEATHER: Hi of 51. Low of 41. Sunny
ATTIRE: Business
Notes: [REDACTED]

9:00 - 9:10 AM TRAVEL FROM GRACIE TO 30 ROCKEFELLER CENTER - 49 W 49TH STREET,
BTW 5TH AVE AND 6TH AVENUE

Travel Time: 10 Mins.
Car: [REDACTED]

9:15 - 9:45 AM LIVE INTERVIEW ON MEET THE PRESS

Location: 30 Rockefeller Center - 49 W 49th Street, between 5th Ave
and 6th Avenue

Staff Contact: Marti Adams Baker
Telephone: [REDACTED]

9:45 - 10:45 AM TRAVEL FROM 30 ROCKFELLER PLAZA TO 1872 AMSTERDAM AVENUE, OFF
153RD STREET

Travel Time: 1 hr.
Car: [REDACTED]
Notes: [REDACTED]
[REDACTED]

10:45 - 11:15 AM REMARKS AT ST. LUKE'S AME CHURCH

Location: 1872 Amsterdam Avenue, off 153rd Street
Site Contact: Avis Hutchison
Telephone: [REDACTED]
Staff Contact: Harold Miller
Telephone: [REDACTED]
Press Contact: Marti Adams
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]
Setup: Church Service

11:15 - 11:45 AM TRAVEL FROM 1872 AMSTERDAM AVENUE TO 14 W 170TH STREET, BRONX
Travel Time: 30 Mins.
Car: [REDACTED]

11:45 - 12:15 PM REMARKS AT LATINO PASTORAL ACTION CENTER
Location: 14 W 170th Street, Bronx
Staff Contact: Harold Miller
Telephone: [REDACTED]
Press Contact: Marti Adams
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]

12:15 - 1:00 PM TRAVEL FROM TO 14 W 170TH STREET TO THE PLAZA, OAK ROOM, 10
CENTRAL PARK SOUTH, MANHATTAN (1ST FLOOR)
Travel Time: 45 Mins.
Car: [REDACTED]

12:30 - 1:00 PM NEWS WITH PETER

1:00 - 1:50 PM ATTEND AS AN HONOREE TO THE GREEK INDEPENDENCE PARADE
BREAKFAST
Location: The Plaza, Oak Room, 10 Central Park South, Manhattan (1st Floor)

Site Contact: Nomiki Kastanas
Telephone: [REDACTED]
Staff Contact: Nick Gulotta
Telephone: [REDACTED]
Press Contact: Jessica Ramos
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]
Setup: [REDACTED]

[REDACTED]
[REDACTED]
Notes: [REDACTED]
[REDACTED]

1:50 - 2:00 PM WALK FROM THE PLAZA HOTEL TO 64TH STREET & 5TH AVENUE
Travel Time: 10 Mins.
Car: [REDACTED]

2:00 - 3:00 PM ATTEND GREEK INDEPENDENCE DAY PARADE AS GRAND MARSHALL [REDACTED]
[REDACTED]
Location: 64th Street & 5th Avenue
Staff Contact: Nick Gulotta
Telephone: [REDACTED]
Press Contact: Jessica Ramos
Telephone: [REDACTED]
Site Advance: Javon Coney
Telephone: [REDACTED]
Setup: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
Notes: [REDACTED]
[REDACTED] [REDACTED] [REDACTED]

3:00 - 3:30 PM TRAVEL FROM 79TH STREET TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

3:30 - 5:30 PM [REDACTED]
Location: [REDACTED]

5:30 - 6:00 PM TRAVEL FROM [REDACTED] TO GRACIE MANSION
Travel Time: 30 Mins.
Car: [REDACTED]

6:00 - 7:00 PM [REDACTED] CALL
Call In: [REDACTED]
Code: [REDACTED]

7:00 - 9:00 PM [REDACTED]

CITY HALL STEPS PRESS CONFERENCES
No Scheduled Press Conference

FLONYC SCHEDULE

11:00 - 12:00 PM [REDACTED]
1:00 - 6:00 PM [REDACTED]
6:00 - 7:00 PM MBDB [REDACTED] CALL
7:00 - 9:00 PM [REDACTED]

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Tuesday, April 12, 2016
Date: Monday, April 11, 2016 7:36:34 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, April 12, 2016

WEATHER: Hi of 57. Low of 40. AM Showers
ATTIRE: Business

7:00 - 7:30 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] Travel Time: 30 Mins. Car : [REDACTED]
8:00 - 9:00 AM	[REDACTED] [REDACTED] [REDACTED]
9:30 - 10:00 AM	TRAVEL FROM [REDACTED] TO CITY HALL Travel Time: 30 Mins. Car : [REDACTED]
9:30 - 10:00 AM	NEWS WITH PETER
10:00 - 11:00 AM	[REDACTED] Location: [REDACTED]
11:00 - 11:30 AM	MEETING WITH MAYOR JIM GRAY, LEXINGTON KENTUCKY Location: City Hall, The Mayor's Office
11:30 - 12:00 PM	[REDACTED] Location: [REDACTED]
12:00 - 12:30 PM	[REDACTED] Call In: [REDACTED] Code: [REDACTED]
12:00 - 12:30 PM	TRAVEL FROM CITY HALL TO [REDACTED] [REDACTED] Travel Time: 30 Mins. Car : [REDACTED]

12:30 - 1:30 PM

[REDACTED]

Location: [REDACTED]

[REDACTED]

Staff Contact: [REDACTED]

Telephone: [REDACTED]

Press Contact: [REDACTED]

Telephone: [REDACTED]

Site Advance: [REDACTED]

Telephone: [REDACTED]

1:30 - 2:00 PM

[REDACTED]

TRAVEL FROM [REDACTED]

Travel Time: 30 Mins.

Car: [REDACTED]

2:00 - 3:00 PM

[REDACTED]

Location: [REDACTED]

3:00 - 3:30 PM

TRAVEL FROM [REDACTED] TO CITY HALL

Travel Time: 30 Mins

Car: [REDACTED]

3:30 - 4:15 PM

[REDACTED]

Location: [REDACTED]

4:15 - 4:30 PM

PREP [REDACTED]

Location: City Hall, The Mayor's Office

4:30 - 5:00 PM

MEETING WITH GARY LABARBERA

Location: City Hall, The Mayor's Office

5:00 - 5:30 PM

MEETING WITH DEPUTY MAYOR GLEN

Location: City Hall, The Mayor's Office

5:30 - 6:00 PM

[REDACTED]

Location: [REDACTED]

6:00 - 6:15 PM

PREP [REDACTED]

Location: City Hall, The Mayor's Office

6:15 - 6:45 PM

MEETING WITH GOVERNOR MASUZOE OF TOKYO

Location: City Hall, The Blue Room

Staff Contact: Penny Abeywardena

Telephone: [REDACTED]

6:45 - 7:15 PM

Location: [REDACTED]

8:00 - 8:15 PM

(T) LIVE INTERVIEW WITH MSNBC/ALL IN WITH CHRIS HAYES

Location: City Hall, The Blue Room

8:30 - 9:00 PM

TRAVEL FROM CITY HALL TO GRACIE MANSION

Travel Time: 30 Mins.

Car : [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

9:00 AM – Speaker Mark-Viverito “Equal Pay Day” 50 people

12:00PM - C/M Cumbo “Pay/Gender Equity” 100 people

1:00PM– Justice Committee “Police Reform” 50 people

3:00PM – Neighborhood Families Coalition “Salary Parody” 50 people

4:00PM – Campaign For Children “Summer Camp” 75 people

FLONYC SCHEDULE

10:00 - 12:00 PM

1:15 - 2:00 PM

MEETING WITH COMMISSIONER CECILE NOEL

2:00 - 3:00 PM

CGE MEETING WITH MAYA WILEY, AZADEH KHALILI, & ROXANNE JOHN

3:00 - 3:30 PM

3:30 - 4:15 PM

BRIEFING ON MENTAL HYGIENE CIVIL COURTS WITH DR. GARY BELKIN

4:15 - 4:30 PM

4:30 - 5:30 PM

MEETING WITH JUDGES CAROLYN E. WADE, PAMELA L. FISHER, & DR. GARY BELKIN RE; MENTAL HYGIENE CIVIL COURTS

6:00 - 7:00 PM

7:00 - 8:00 PM

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: UPDATED MINI SCHEDULE - Tuesday, April 12, 2016
Date: Monday, April 11, 2016 9:33:59 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, April 12, 2016

WEATHER: Hi of 57. Low of 40. AM Showers
ATTIRE: Business

7:00 - 7:30 AM	TRAVEL FROM GRACIE MANSION TO [REDACTED] Travel Time: 30 Mins. Car : [REDACTED]
8:00 - 9:00 AM	[REDACTED] [REDACTED] [REDACTED]
9:30 - 10:00 AM	TRAVEL FROM [REDACTED] TO CITY HALL Travel Time: 30 Mins. Car : [REDACTED]
9:30 - 10:00 AM	[REDACTED]
10:00 - 11:00 AM	[REDACTED] Location: [REDACTED]
11:00 - 11:30 AM	MEETING WITH MAYOR JIM GRAY, LEXINGTON KENTUCKY Location: City Hall, The Mayor's Office
11:30 - 1:00 PM	[REDACTED] Location: [REDACTED]
1:00 - 1:30 PM	TRAVEL FROM CITY HALL TO 455 1ST AVENUE TO [REDACTED] [REDACTED] Travel Time: 30 Mins. Car : [REDACTED]
1:30 - 2:30 PM	[REDACTED] Location: [REDACTED] [REDACTED] [REDACTED]

2:30 - 3:00 PM	TRAVEL FROM [REDACTED] TO CITY HALL Travel Time: 30 Mins Car : [REDACTED]
3:00 - 4:15 PM	[REDACTED] Location: [REDACTED]
4:15 - 4:30 PM	PREP [REDACTED] Location: City Hall, The Mayor's Office
4:30 - 5:00 PM	MEETING WITH GARY LABARBERA Location: City Hall, The Mayor's Office
5:00 - 5:30 PM	MEETING WITH DEPUTY MAYOR GLEN Location: City Hall, The Mayor's Office
5:30 - 6:00 PM	[REDACTED] Location: [REDACTED]
6:00 - 6:15 PM	PREP [REDACTED] Location: City Hall, The Mayor's Office
6:15 - 6:45 PM	MEETING WITH GOVERNOR MASUZOE OF TOKYO Location: City Hall, The Blue Room Staff Contact: Penny Abeywardena Telephone: [REDACTED]
6:45 - 7:15 PM	[REDACTED] Location: [REDACTED]
7:15 - 7:45 PM	TRAVEL FROM CITY HALL TO 30 ROCKEFELLER CENTER - 49 W 49TH STREET, BETWEEN 5TH AVE AND 6TH AVENUE Travel Time: 30 Mins. Car : [REDACTED]
7:45 - 7:45 PM	ARRIVE AT STUDIO Location: 30 Rockefeller Center - 49 W 49th Street, between 5th Ave and 6th Avenue
8:00 - 8:15 PM	LIVE INTERVIEW WITH MSNBC/ALL IN WITH CHRIS HAYES Location: 30 Rockefeller Center - 49 W 49th Street, between 5th Ave and 6th Avenue

8:30 - 9:00 PM

TRAVEL FROM CITY HALL TO GRACIE MANSION

Travel Time: 30 Mins.

Car :

CITY HALL STEPS PRESS CONFERENCES

9:00 AM – Speaker Mark-Viverito “Equal Pay Day” 50 people

12:00PM - C/M Cumbo “Pay/Gender Equity” 100 people

1:00PM– Justice Committee “Police Reform” 50 people

3:00PM – Neighborhood Families Coalition “Salary Parody” 50 people

4:00PM – Campaign For Children “Summer Camp” 75 people

FLONYC SCHEDULE

10:00 - 12:00 PM

1:15 - 2:00 PM

MEETING WITH COMMISSIONER CECILE NOEL

2:00 - 3:00 PM

CGE MEETING WITH MAYA WILEY, AZADEH KHALILI, & ROXANNE JOHN

3:00 - 3:30 PM

3:30 - 4:15 PM

BRIEFING ON MENTAL HYGIENE CIVIL COURTS WITH DR. GARY BELKIN

4:15 - 4:30 PM

WHITESPACE

4:30 - 5:30 PM

MEETING WITH JUDGES CAROLYN E. WADE, PAMELA L. FISHER, & DR. GARY

BELKIN RE; MENTAL HYGIENE CIVIL COURTS

6:00 - 7:00 PM

7:00 - 8:00 PM

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viguers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [REDACTED]; [jfdc](#)
Subject: MINI SCHEDULE - Wednesday, April 13, 2016
Date: Tuesday, April 12, 2016 8:03:09 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Wednesday, April 13, 2016

WEATHER: Hi of 59. Low of 42. AM, Sunny
ATTIRE: Business

6:30 - 7:00 AM TRAVEL FROM GRACIE MANSION TO [REDACTED]
Travel Time: 30 Mins.
Car: [REDACTED]

7:15 - 8:15 AM [REDACTED]
[REDACTED] [REDACTED]

8:45 - 9:30 AM TRAVEL FROM [REDACTED] TO SHERATON HOTEL, 811 7TH AVENUE,
MANHATTAN
Travel Time: 45 Mins.
Car: [REDACTED]

9:30 - 10:30 AM REMARKS AT THE NATIONAL ACTION NETWORK 25TH ANNIVERSARY
CONVENTION – RIBBON CUTTING CEREMONY

Location: Sheraton Hotel, 811 7th Avenue
Site Contact: Kirsten John Foy
Telephone: [REDACTED]
Staff Contact: Harold Miller
Telephone: [REDACTED]
Press Contact: Jessica Ramos
Telephone: [REDACTED]
Site Advance: Stefan Grybauskas
Telephone: [REDACTED]
Setup: [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

10:30 - 11:00 AM [REDACTED]
Location: [REDACTED]
Press Contact: [REDACTED]

	Telephone:	[REDACTED]
11:00 - 11:30 AM	NEWS WITH PETER	
11:00 - 11:30 AM	TRAVEL FROM 811 7TH AVENUE TO CITY HALL	
	Travel Time:	30 Mins.
	Car:	[REDACTED]
11:30 - 12:00 PM	[REDACTED]	
	Location:	[REDACTED]
12:00 - 1:00 PM	[REDACTED]	
	Location:	[REDACTED]
1:00 - 2:00 PM	[REDACTED]	
	Location:	[REDACTED]
2:00 - 3:30 PM	[REDACTED]	
	Location:	[REDACTED]
3:30 - 4:30 PM	[REDACTED]	
	Location:	[REDACTED]
4:30 - 5:00 PM	[REDACTED]	
	Location:	[REDACTED]
5:00 - 6:30 PM	[REDACTED]	BRIEFING
	Location:	City Hall, The Blue Room
6:45 - 7:15 PM	TRAVEL FROM CITY HALL TO THE PIERRE, 5TH AVENUE & 61ST STREET	
	Travel Time:	30 Mins.
	Car:	[REDACTED]
6:45 - 7:15 PM	[REDACTED]	
	Call In:	[REDACTED]
	Code:	[REDACTED]
7:15 - 7:45 PM	REMARKS AT JCRC OF NY 40TH ANNIVERSARY GALA DINNER WITH FLONYC	
	Location:	The Pierre, 2 East 61st Street (Corner 5th Ave)
	Site Contact:	Marcy Fishman
	Telephone:	[REDACTED]
	Staff Contact:	Pinny Ringel
	Telephone:	[REDACTED]
	Site Advance:	Stefan Grybauskas
	Telephone:	[REDACTED]

Note:

Setup:

7:45 - 8:00 PM

TRAVEL FROM THE PIERRE, 5TH AVENUE & 61ST STREET TO

Travel Time: 30 Mins.

Car:

8:00 - 9:30 PM

Location:

9:30 - 10:00 PM

TRAVEL FROM TO GRACIE MANSION

Travel Time: 30 Mins.

Car:

CITY HALL STEPS PRESS CONFERENCES

10:00 AM – C/M Crowley “EMS”

11:00 AM – Black Leadership Action Coalition “Against Bag Legislation” 50 people

2:00 PM– C/M Chin “Plastic Bag Legislation” 50 people

3:00 PM – C/M Landers & Cafeteria Coalition “Environment” 50 people

FLONYC SCHEDULE

9:30 - 12:30 PM

12:30 - 1:00 PM

1:45 - 2:15 PM

(SHERATON HOTEL)

2:15 - 2:45 PM

HEALTH

3:15 - 4:00 PM

4:00 - 5:00 PM

5:00 - 6:45 PM

7:15 - 7:45 PM

8:00 - 9:30 PM

REMARKS & RECEIVE AWARD AT NAN'S WOMEN LEADERSHIP LUNCHEON

OPENING REMARKS AT PANEL DISCUSSION ON DIVERSITY IN MENTAL

MEETING WITH ROXANNE JOHN

ATTEND MBDB REMARKS AT JCRC 40TH ANNIVERSARY GALA DINNER

From: [Caquias, Paula](#)
To: [B; FLONYC](#)
Bcc: [Almonte, Catherine](#); [Arslanian, Kayla](#); [Caquias, Paula](#); [Da Costa, Ricky](#); [John, Roxanne](#); [Morales, Luz](#); [O'Brien, Kevin](#); [Salazar-Rodriguez, Prisca](#); [Snyder, Thomas](#); [Viquers, Jonathan](#); [Walters, Alexis](#); [Zuniga, Andrea](#); [Geri Prado](#); [jfdc](#)
Subject: MINI SCHEDULE - Tuesday, April 19, 2016
Date: Monday, April 18, 2016 7:02:50 PM

SCHEDULE FOR MAYOR BILL DE BLASIO
CITY OF NEW YORK
Tuesday, April 19, 2016

WEATHER: Hi of 70. Low of 48. AM Cloudy
ATTIRE: Business
NOTES: [REDACTED]
[REDACTED]

6:20 - 6:30 AM TRAVEL FROM GRACIE TO CNN, 1 TIME WARNER CENTER

Travel Time: 10 Mins.
Car: [REDACTED]

6:30 - 6:45 AM LIVE INTERVIEW ON CNN, NEW DAY
Location: 1 Time Warner Center (entrance on 58th Street) - 5th floor

Staff Contact: Marti Adams Baker
Telephone: [REDACTED]

6:50 - 7:00 AM TRAVEL FROM 1 TIME WARNER CENTER TO 30 ROCKEFELLER CENTER

Travel Time: 10 Mins.
Car: [REDACTED]

7:15 - 7:30 AM LIVE INTERVIEW ON MORNING JOE
Location: 30 Rockefeller Center - 49 W 49th Street, between 5th Ave and 6th Ave - Studio: 3A

Staff Contact: Marti Adams Baker
Telephone: [REDACTED]

7:30 - 8:00 AM TRAVEL FROM 30 ROCK TO [REDACTED]

Travel Time: 30 Mins.
Car : [REDACTED]

8:30 - 9:30 AM [REDACTED]
[REDACTED] [REDACTED]

9:55 – 10:00 AM	TRAVEL FROM [REDACTED] [REDACTED] [REDACTED] TO 431 6 TH AVENUE Travel Time: 5 Mins. Car: [REDACTED]
10:00 - 10:10 AM	VOTE WITH FLONYC Location: Park Slope Public Library- 431 6th Avenue Staff Contact: Marti Adams Baker Telephone: [REDACTED]
10:10 - 10:30 AM	TRAVEL FROM PARK SLOPE PUBLIC LIBRARY, 431 6TH AVENUE TO CITY HALL
	Travel Time: 20 Mins. Car: [REDACTED]
10:10 - 10:30 AM	NEWS WITH MONICA
10:30 - 12:30 PM	[REDACTED] Location: [REDACTED]
12:30 - 1:00 PM	[REDACTED] Location: [REDACTED]
1:00 - 3:00 PM	[REDACTED] [REDACTED] Location: [REDACTED]
3:00 - 3:30 PM	[REDACTED] Location: [REDACTED]
3:30 - 5:00 PM	[REDACTED] BRIEFING Location: City Hall, The Blue Room
5:00 - 5:30 PM	[REDACTED] Location: [REDACTED]
5:30 - 6:30 PM	[REDACTED] Location: [REDACTED]
6:30 - 7:00 PM	TRAVEL FROM CITY HALL TO [REDACTED] Travel Time: 30 Mins. Car: [REDACTED]
7:00 - 8:30 PM	[REDACTED] Location: [REDACTED]

8:30 - 9:00 PM TRAVEL [REDACTED] TO 811 7TH AVENUE, METROPOLITAN

Travel Time: 30 Mins.

Car: [REDACTED]

9:00 - 11:00 PM ATTEND HILLARY FOR NEW YORK PRIMARY NIGHT PARTY WITH FLONYC

Location: Sheraton New York Times Square, 811 7th Avenue,
Metropolitan Ballroom, 2nd Floor

Site Advance: Javon Coney

Telephone: [REDACTED]

11:00 - 11:30 PM TRAVEL FROM 811 7TH AVENUE TO GRACIE MANSION

Travel Time: 30 Mins.

Car: [REDACTED]

CITY HALL STEPS PRESS CONFERENCES

10:00 AM – Students First NYC “Education Reform” 100 people

11:00 AM – C/M Torres “Three Quarter Houses” 50 people

FLONYC SCHEDULE

9:30 - 9:55 AM [REDACTED]

10:00 - 10:10 AM VOTE WITH MBDB

10:40 - 3:45 PM [REDACTED]

12:30 - 1:00 PM [REDACTED]

2:00 - 3:00 PM [REDACTED]

4:15 - 4:50 PM LIVE INTERVIEW ON MSNBC

5:15 - 7:15 PM [REDACTED]

7:15 - 8:00 PM [REDACTED]

8:00 - 8:30 PM [REDACTED]

9:00 - 11:00 PM HRC WITH MBDB

From: Welsh, Kevin
Sent: Saturday, April 23, 2016 12:44 PM
To: Welsh, Kevin
Subject: RMorning Press Clips - Saturday, April 23, 2016
Attachments: pastedGraphic.pdf; ATT00001.htm; pastedGraphic_1.pdf; ATT00002.htm;
pastedGraphic_2.pdf; ATT00003.htm; pastedGraphic_3.pdf; ATT00004.htm;
pastedGraphic_4.pdf; ATT00005.htm

Morning Press Clips – Saturday, April 23, 2016

Today's Front Pages:

From: [Fialkoff, Gabrielle](#)
To: [jfdc](#)
Subject: ICYMI: Mayor's Fund Announces Youth Employment Partnership With Five Key NYC Industries
Date: Wednesday, May 18, 2016 12:42:22 PM
Attachments: [image001.png](#)

Dear John—

Yesterday, we announced partnerships that have the potential to change the lives of young people and to impact New York City's workforce in meaningful ways by bringing together employers, government and non-profits to create pipelines into New York City's most influential industries. 126 employers in five of New York's largest sectors —hospitality, business services, media and entertainment, real estate, and fashion—will provide paid summer internships for New York's best and brightest students. It is my hope that summer jobs will be just the beginning of these partnerships as we seek to expand career building efforts.

Together we will build a pipeline of diverse, homegrown talent to ensure New York City's continued success.

We are so grateful for the support of all of the founding partners and host companies. If you are interested in hosting a summer intern this year, it is not too late! Please reach out to me and I am happy to connect you to our team.

Warm regards,
Gabrielle



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

FOR IMMEDIATE RELEASE: May 17, 2016
CONTACT: pressoffice@cityhall.nyc.gov, (212) 788-2958

**FIRST LADY CHIRLANE MCCRAY, MAYOR'S FUND TO ADVANCE NEW
YORK CITY AND NYC BUSINESS LEADERS ANNOUNCE 5 NEW INDUSTRY
PARTNERSHIPS TO CONNECT STUDENTS TO NYC'S LEADING EMPLOYERS**

*At launch, 126 companies from media and entertainment, real estate, hospitality,
business services and fashion industries are on board to support new career experiences*

Industry partnerships will create 500 paid internship opportunities for high school and undergraduate college students for summer 2016

Initiative will bring together government, business and nonprofits with the NYC Center for Youth Employment to build pipelines of diverse, local talent and put young people on a path to career success

NEW YORK— First Lady Chirlane McCray, the Mayor’s Fund to Advance New York City and leaders from New York City’s real estate, hospitality, business services, media and entertainment, and fashion industries today announced the launch of a new strategy and approach for creating career opportunities for New York City young adults. This initiative leverages new public-private partnerships with key city industries to both provide unique work experiences for young people and build a pipeline of talent for companies that is homegrown and diverse.

These partnerships will bring together industry stakeholders, including companies, trade associations and related City agencies, in unprecedented collaboration with the [NYC Center for Youth Employment](#), a Mayor’s Fund initiative that is dedicated to increasing and improving New York City’s youth employment services. The goal of the partnerships is to address private sector workforce needs, starting first with creating quality internship experiences and opening a dialogue on the employee skills valued by each sector.

So far, the Mayor’s Fund has signed on 126 companies in every borough and of all sizes to either host 500 students in paid, specialized internships this summer or sponsor those opportunities. These opportunities will all be privately funded with the support of founding partners: Time Warner, Hearst, Discovery Communications, Pearson, CBS Corporation, Citi Foundation, JPMorgan Chase, Deloitte, RBC Capital Markets, Guardian, the Real Estate Board of New York (REBNY), the Council of Fashion Designers of America (CFDA), NYC & Company, the New York City Economic Development Corporation (NYCEDC) and the Mayor’s Office of Media and Entertainment (MOME).

This announcement was made today at the headquarters of founding partner Time Warner by First Lady Chirlane McCray and Gabrielle Fialkoff, Senior Advisor to the Mayor and Director of the Mayor’s Office of Strategic Partnerships; Gary Ginsberg, Executive Vice President of Corporate Marketing and Communications at Time Warner Inc.; Deanna Mulligan, President and Chief Executive Officer of the Guardian; Bill Rudin, President of Rudin Management Company and Chairman of the Association for A Better New York; fashion designer Prabal Gurung; Fred Dixon, President and CEO of NYC & Company; and Melissa Smith, head of the JP Morgan Chase Corporate Bank for the Northeast Region and Chair of the Northeast Operating Committee.

“Great careers are often traced back to a first job as a lifeguard, a grocery store cashier, a pizza parlor dishwasher, or a summer camp counselor. We all start somewhere. But our young people are not the only ones who benefit from summer work experiences – our business community is in dire need of more qualified workers,” said **First Lady and Mayor’s Fund Board Chair Chirlane McCray**. “If New York City wants to remain the opportunity capital of the world, we need to bridge the gap between employer needs and employee skills. We need to bring business, government and nonprofits together to develop talent and channel it to our 21st century workplaces. That’s why we are building a jobs pipeline with our Center for Youth Employment and the five industry partnerships that we

are so proud to launch today.”

"On behalf of Time Warner, we are proud to be a founding partner in this important initiative. As someone who benefitted immensely from the internship opportunities I was afforded during my high school and college years, I know first-hand how transformative this program will be for the thousands of New York public high school students whose lives will be enriched by it. And for companies such as ours whose lifeblood depends on telling the world's best stories, having access to the trendsetters of tomorrow will be invaluable as we help shape the future of media through our film and television content," said **Gary Ginsberg, Executive Vice President of Corporate Marketing and Communications at Time Warner Inc.**

"By connecting students to New York City's leading employers for summer internships, we are equipping our next generation of leaders with the tools, experiences and exposure they need to flourish in the future," said **Bill Rudin, Vice Chairman & CEO of Rudin Management Company and Chairman of the Association for a Better New York.** "In addition to nurturing a talent pipeline from which our industries can draw, we are giving young people the opportunity to discover what they are passionate about and putting them on a path to success."

"Internships are often the foundation to a career in the fashion industry," said **Prabal Gurung, Creative Director of Prabal Gurung.** "They allow for students to gain firsthand experience and to explore different areas and interests, taking a deeper dive into the business. A challenge for many students is gaining access to these internships, so we are proud to be partnering with the Mayor's Fund and First Lady Chirlane McCray to improve access and help nurture tomorrow's talent."

"Guardian is proud to be a founding partner of the Center for Youth Employment. It is the responsibility of each of us across the public and private sector to continue to develop new ways of bridging the gap between corporations, schools and government to create jobs for those who need them. A way all companies can start now is by committing to two actions: internship and mentorship," said **Deanna Mulligan, President and Chief Executive Officer of Guardian.**

"JPMorgan Chase understands the crucial role summer employment plays in putting young people on the pathway to productive careers" said **Melissa Smith, Chair of the Northeast Operating Committee for JPMorgan Chase.** "We are proud to be a leading sponsor of the City's effort to increase the number of students who are able to benefit from a meaningful summer work experience."

"We know that our young people are struggling to transition from their education to a successful career. And we know that our city's businesses are looking to hire from a diverse, experienced workforce. With these five partnerships, we are combining the forces of government and the private sector to satisfy both of those clear needs," said **Gabrielle Fialkoff, Senior Advisor to the Mayor and Director of the Mayor's Office of Strategic Partnerships.** "These 500 internships will build true pipelines of trained talent for our growing industries, helping our youth to take the next step toward a great job, connecting our employers to loyal and eager future employees, and strengthening our city's economy overall."

“New York City’s thriving media and entertainment sectors offer unparalleled opportunities to build a meaningful career. MOME is committed to ensuring these industries reflect the diversity of our city itself, and to open doors for young New Yorkers from all backgrounds,” said **Media and Entertainment Commissioner Julie Menin**. “These internships will provide students with real-world experience and key connections that will surely enhance their future employment prospects. I thank all of our industry partners who were instrumental in bringing this initiative to life.”

“In order to ensure the future of our city, we must nurture talent that can build upon our success in every industry and in every corner of New York,” said **NYCEDC President Maria Torres-Springer**. “These paid summer internships with leading companies will provide students with the opportunity to gain vital career exposure, professional development training and mentorship, while assisting them in building the skills necessary to thrive in New York City’s workforce.”

“DYCD is proud to work with the Mayor’s Fund to ensure our young people get unique job opportunities to help them build the necessary skills to succeed and advance in any career path,” said **Department of Youth & Community Development Commissioner Bill Chong**. “Connecting our youth to unique paid internships in the fields of fashion, hospitality, real estate, media and entertainment will give participants in our Ladders for Leaders program first-hand, real world job experience with the most dynamic companies in the city as they prepare to become our next generation of influencers.”

“The tourism industry supports hundreds of thousands of good-paying jobs in every borough, serving as an essential gateway to the middle class for many New Yorkers,” said **Fred Dixon, President and CEO of NYC & Company**. “Through this unique partnership, young New Yorkers will gain valuable experience from leaders in the New York City tourism industry, and businesses have access to motivated, local talent. NYC & Company is proud to partner with the First Lady and Mayor’s Fund to strengthen the tourism industry, its workforce, and young New Yorkers’ professional development.”

“The real estate industry is proud to partner with the Mayor’s Fund on this important program, which provides public high school students with invaluable work experience while also exposing them to a range of exciting career opportunities,” said **Tishman Speyer President and CEO Rob Speyer, who also serves as Chair of both the Board of Advisors for the Mayor's Fund to Advance New York City and the Real Estate Board of New York**. “Tishman Speyer is a long-time partner with the City on its internship initiatives, and we are excited to welcome a new group of exceptional young adults again this summer.”

“I’ll never forget my experience as a law firm intern when I was an undergraduate and how it helped prepare me for my career. Similarly, our members recognize how critically important hands-on work experience in a professional environment is to a student’s development,” said **John H. Banks, III, President of the Real Estate Board of New York**. “We are committed to furthering the expansion of quality internships being offered through this initiative and investing in students seeking opportunities to kick-start their careers.”

“RBC is committed to supporting New York City's youth,” said **Blair Fleming, Head of RBC Capital Markets in the United States**. “Partnering with the Mayor’s Fund is one

way of giving back to and enriching our community, and we are delighted to have this opportunity. We are excited to continue our mission of creating opportunities for young people in NYC through our many partnerships and events, such as RBC Race for the Kids, and to advancing an agenda of philanthropy and diversity.”

“Most fashion careers start with the internship, which offers valuable insights into the industry. By partnering with the Mayor’s Fund to Advance New York City and the New York City Economic Development Corporation, the CFDA is providing high school students and college undergraduates with the opportunity to become tomorrow’s fashion leaders,” said **Steven Kolb, President and Chief Executive Officer of the CFDA.**

“We are proud to continue our collaboration with Mayor de Blasio, First Lady McCray, and the NYC Center for Youth Employment to connect more young people with summer job opportunities,” said **Brandee McHale, President of the Citi Foundation.** “These first-job experiences provide the workplace and leadership skills crucial to career success and the early money management know-how that can help build a strong financial future.”

“Internships are crucial to the media and entertainment industry as well as the entire business sector. Much like our young people need exposure and work opportunities to prepare them for careers, businesses are in need of more diverse and experienced talent. Discovery is proud to be one of the founding partners of this new initiative, which is investing in the future of our students and the future of business,” said **Adria Alpert Romm, Chief Human Resources and Global Diversity Officer at Discovery Communications.**

“Deloitte recognizes that preparing today’s students to be tomorrow’s leaders is beneficial for our communities. Through supporting initiatives like this, we are able to demonstrate our commitment to help grow and develop the workforce of the future,” said **Steve Gallucci, New York Tri-State managing partner, Deloitte LLP.**

“Given the demand for jobs from our young people, this initiative is another step in the right direction. Increased jobs for youth is essential and I look forward to working with this administration in increasing even more opportunities,” said **Council Member Jumaane D. Williams.**

“I am pleased to see these partnerships being developed across sectors. Working with business leaders is a critical component in providing meaningful employment opportunities for New York City’s young people. We must take advantage of our City’s thriving business sector to build these collaborations, a foundation on which we should continue to expand and grow the City’s support for youth,” said **Council Member Julissa Ferreras.**

“When the Mayor’s Fund launched the Center for Youth Employment one year ago, our goal was to join forces with private sector to develop a new approach to our city’s youth employment services – one that works for both our youth and our employers. The result is the incredible partnerships that we are launching today,” said **Darren Bloch, Executive Director of the Mayor’s Fund to Advance New York City.** “Through these specialized internships, we are opening new doors for our city’s students to gain needed skills, while also supporting the talent demands of both small and large employers in our city’s most active and iconic industries. It is a true win-win for our youth, our businesses and our

city.”

“The NYC Center for Youth Employment is focused on creating work opportunities that help our young people to identify their career interests and prepare them to thrive in their chosen fields,” said **David Fischer, Executive Director of the NYC Center for Youth Employment**. “By involving employers who best know the skills they need and the credentials, attributes and experiences they most value in their employees, these five partnerships will help to put hundreds of young adult New Yorkers on a path to success.”

Over the past five years, New York City’s high school graduation rate has improved to 70 percent, but only 33 percent of graduates are considered college or career ready. At the same time, one out of every three American companies has openings for which they can’t find qualified workers, and only 10 percent of companies report having recruitment outcomes that meet their diversity goals.

These partnerships will help to address these clear challenges, by providing more opportunities for young adult New Yorkers to gain exposure and experience that will prepare them for jobs and careers. At the same time, they will enable employers in key fields to help construct workplace opportunities for young people in their sector that build necessary skills and connectivity, creating true pipelines of diverse talent into their industries.

The partnerships will also result in feedback loops within these sectors, including clinics with participating employers. Employers and businesses know their industries best, and their responses and opinions will assist both the City and the private sector in better understanding the skills needed for success, where entry-level jobs exist, and how to shape internship experiences so that work for both students and business.

The 500 students who will participate in these internships will be selected from the NYC Ladders for Leaders program. A nationally recognized program administered by the NYC Department for Youth and Community Development, Ladders connects high achieving high school and college students with paid, professional summer internships within leading large and small businesses, nonprofits and government agencies citywide. These industry partnerships will further specialize the opportunities available through Ladders for Leaders.

Each Ladders for Leaders candidate is selected through a rigorous application process and receives 30 hours of pre-employment training. This year’s program will begin in July 2016 and will last for six weeks, with students working for a minimum of 25 hours per week.

This initiative is part of the NYC Center for Youth Employment’s ongoing efforts to create pipelines of young talent into our city’s industries, in order to build employment services that meet the needs of both young adult New Yorkers and city business. Launched one year ago by the Mayor’s Fund, the NYC Center for Youth Employment has a specific goal of supporting 100,000 unique work-related experiences each year, including high-quality summer jobs, career exposure, skills-building, and supportive mentorships, by 2020. In collaboration with City agencies, employers and other stakeholders, the Center works toward expanding effective programs and filling in gaps to strengthen the overall system of work experience and career exploration services for youth.

Real Estate Industry

The Mayor's Fund is collaborating with founding partner REBNY to identify employers in the real estate industry that can best offer real world training through 100 paid internships this summer. So far, the following real estate companies have signed on to this partnership, by either committing to host young people this summer or sponsoring internships at other real estate companies:

- The Brodsky Organization
- Cushman & Wakefield
- Douglaston Development
- The Durst Organization
- Jack Resnick & Sons, Inc.
- Jamestown LP
- Rockrose Development Corp.
- Rudin Management Company, Inc.
- SL Green Realty Corp.
- Tishman Speyer
- Two Trees Management Co.
- Vornado Realty Trust

Media/Entertainment Industry

The Mayor's Fund has joined forces with founding partners MOME, Time Warner, Hearst, Discovery Communications, Pearson and CBS Corporation to create the *Media & Entertainment Momentum Fund*. This partnership will offer 100 summer internships within the city's large and small media and entertainment companies, including but not limited to production, design, post-production, and stagecraft. MOME will financially back 30 of those internships and the four founding partners will support the remaining 70 internships. So far, the following media and entertainment companies have signed on to this partnership, by either committing to host young people this summer or sponsoring internships at other media and entertainment companies:

- A to Z Media
- A2IM (American Association of Independent Music)
- Access Theater
- Advenutre Pants TV
- Atlantic Pictures
- AudioSalad
- CariBEING
- Casbah Pictures
- CBS Corporation
- Cowboy Bear Ninja Productions
- DE | 1989
- Decker Design Inc.
- Discovery Communications
- Downtown Music Publishing
- En Garde Arts
- Ense

- Epic Theatre Ensemble
- Firelight Films
- Gold Village Entertainment
- Havas
- Hearst
- Limebeat
- Lower Manhattan Cultural Council (LMCC)
- Marauder
- Ma-Yi Theatre Company
- Merry Bright Music Enterprises
- New York Musical Festival
- Panavision
- PaperCutz
- Pearson
- Rada Films
- Song Trust
- Take Two (Zelnick Media Corporation)
- The New Group
- The Public Theater
- Theatreworks USA
- Time Warner
- TommY BoY Entertainment
- Vineyard Theatre
- VP Records
- Workman Publishing

Hospitality Industry

The Mayor's Fund is working with founding partner NYC & Company to secure 100 internships throughout New York City's hospitality industry. These internships will be sponsored by participating employers, hospitality companies and NYC & Company. So far, the following hospitality companies have signed on to this partnership, by either committing to host young people this summer or sponsoring internships at other hospitality companies:

- 87am
- American Airlines
- Born Hotels
- The Broadway League
- CityExperts
- Convene
- LaGuardia Plaza Hotels
- Manhattan by Sail
- Modell's Sporting Goods
- New York Cruise Lines
- NY Marriott Marquis
- Patina Group
- RAYMI Restaurant
- Statue Cruises (Hornblower)
- Wave Hill

Business Services Industry

The Mayor's Fund is working with founding partners JPMorgan Chase, Citi Foundation, Deloitte, RBC Capital Markets and Guardian, as well as the Association for a Better New York and New York City's borough-based Chambers of Commerce and Business Improvement Districts to coordinate 100 internship placements for this summer. Internships will be financially backed by founding partners and participating employers. So far, the following business services companies have signed on to this partnership, by either committing to host young people this summer or sponsoring internships at other business services companies:

- Amalgamated Bank
- Bernard Herold, Investments
- Beyer Blinder Belle Architects & Planners LLP
- Blackstone
- Boies, Schiller, Flexner LLP
- Boston Consulting Group
- Citi Foundation
- Con Edison
- Cooley LLP
- Deloitte
- HAKS Construction
- HFZ
- Hughes Hubbard and Reed
- Guardian
- JPMorgan Chase
- Kramer Levin Naftalis & Frankel, LLP
- Mayerson & Associates
- Paulson & Co

Fashion Industry

In March, the Mayor's Fund, the CFDA and the NYCEDC launched [*NYC Fashion Forward*](#), committing to pair 100 students with paid internships at both small to mid-sized and large fashion employers citywide. *NYC Fashion Forward* has since secured 38 fashion companies to provide all 100 internships for the summer of 2016. NYCEDC is financially backing 60 summer jobs, while the remaining 40 positions will be employer-funded. The following fashion employers have committed to host young people this summer:

- 3.1 Phillip LIM
- Alice & Olivia
- B. Michael America
- Barney's
- Cadet
- CFDA
- Coach
- Create-A-Marker
- Cynthia Rowley
- David Wolfson & Associates, Inc
- Design Incubator
- Designers & Agents
- DKNY
- DVF Studio
- DYE-Namix
- Haskell
- J.Crew
- K/LLER Collection
- Kate Spade & Company
- Krupp Group
- Lord & Taylor
- LuLu Frost
- Macy's
- Maison De Mode
- Melissa Joy Manning
- Misha Nonoo
- New York Embroidery
- Nicholas K
- Nicole Miller
- Opening Ceremony
- Ovadia & Sons
- Prabal Gurung
- Rachel Comey
- Ralph Lauren
- The Sak Brand
- Tommy Hilfiger
- Williamson PR
- ZAC Posen

###



From: [Viguers, Jonathan](#)
To: [Kadushin, Peter](#); [jfdc](#); [Snyder, Thomas](#); [O'Brien, Kevin](#); [nbaldick@hilltoppublicsolutions.com](#); [Caquias, Paula](#); [Berger, Henry](#); [Almonte, Catherine](#); [Wiley, Maya](#); [Arslanian, Kayla](#); [Wolfe, Emma](#); [Jonathan@berlinrosen.com](#); [Salazar-Rodriguez, Prisca](#)
Subject: MBDB: Conference Call
Date: Sunday, May 22, 2016 6:31:58 PM

Please dial in

MBDB: Conference Call

Scheduled: Sunday, May 22, 2016 from 6:30 PM to 7:00 PM

Location: Call In # [REDACTED] Code: [REDACTED]

Invitees: Kadushin, Peter , jfdc , Snyder, Thomas , O'Brien, Kevin , Nick Baldick , Caquias, Paula , Berger, Henry , Almonte, Catherine , Wiley, Maya , Arslanian, Kayla , Wolfe, Emma , Jonathan Rosen , Salazar-Rodriguez, Prisca

sent from a mobile device.

From: Welsh, Kevin
Sent: Tuesday, May 24, 2016 9:10 AM
To: Welsh, Kevin
Subject: AP Metro Day Schedule for 05-24-16

Key events:

NEW EVENT: Tuesday, May. 24 10:00 AM New York Mayor Bill de Blasio delivers remarks at 10th Annual Citywide Procurement Fair

Location: BNY Mellon, 101 Barclay Street, New York, NY New York City www.nyc.gov/mayor
<https://twitter.com/NYCMayorsOffice>

Contacts: New York Mayor's Office pressoffice@cityhall.nyc.gov 1 212 788 2958

Open press - there will be no Q&A

NEW EVENT: Tuesday, May. 24 6:45 PM NYC Council Speaker Mark-Viverito's public schedule - New York City Council Speaker Melissa Mark-Viverito speaks at The New York Immigration Coalition Gala, Capitale, 130 Bowery, Manhattan (6:45 PM EDT) and at the Pride Prom, hosted By Council Member Julissa Ferreras-Copeland, Queens Museum, Meridian Road, Queens (8:15 PM EDT)

Location: New York, NY New York City council.nyc.gov <https://twitter.com/NYCCouncil>

Contacts: Shirley Limongi Council Speaker Office SLimongi@council.nyc.gov 1 212 788 7116

NEW EVENT: Tuesday, May. 24 10:50 AM NYC DOE Chancellor Carmen Farina's public schedule - New York City Department of Education Chancellor Carmen Farina delivers remarks at No Place for Hate Recognition ceremony, NYU Skirball Center, 40 Washington Square South, New York (10:50 AM EDT), delivers remarks at LeAp Public Art Program launch, Union Square Park, 14th St and University Pl, New York (11:30 AM EDT) and delivers remarks at PROSE end-of-year showcase, UFT HQ, 52 Broadway, New York (5:00 PM EDT)

Location: New York City schools.nyc.gov <https://twitter.com/NYCSchools>

Contacts: NYC Education Chancellor's Press Office 1 212 374 5141

NEW EVENT: Tuesday, May. 24 8:30 AM Manhattan Borough President Brewer's public schedule - Manhattan Borough President Gale Brewer hosts informational meeting for small businesses and non-profits on

Regional Economic Development Council funding, 1 Centre Street South, New York (8:30 AM EDT); speaks at Riders Alliance press conference, Union Square subway entrance, East 16th Street and Union Square West, New York (11:00 AM EDT); speaks at LeAp Public Art Program kickoff, Union Square, 14th Street between University Place and Broadway, New York (11:30 AM EDT); attends JCRC and UFA-Federation reception for Consul General of Israel in New York Ambassador Ido Aharoni, New York (6:00 PM EDT); and attends Goddard Riverside Community Center Capitol Hall residence opening and ribbon cutting, 166 West 87th Street, New York (7:30 PM EDT)

Location: New York, NY New York City <http://manhattanbp.nyc.gov/> <https://twitter.com/galeabrewer>

Contacts: Andrew Goldston Manhattan Borough President Press Secretary agoldston@manhattanbp.nyc.gov 1 212 669 3539 1 917 960 1187

NEW EVENT: Tuesday, May. 24 10:00 AM NYPD Police Commissioner Bratton appears on Brian Lehrer Show - NYPD Police Commissioner William Bratton appears live on The Brian Lehrer Show on WNYC radio to discuss an upcoming conference with police leaders

Location: New York, NY New York City <http://www.nyc.gov/html/nypd/> <https://twitter.com/NYPDnews>

Contacts: NYPD office of the Deputy Commissioner, Public Information DCPI@nypd.org 1 646 610 6700

NEW EVENT: Tuesday, May. 24 6:15 PM New York City Council Majority Leader Jimmy Van Bramer's public schedule - New York City Council Majority Leader Jimmy Van Bramer delivers remarks at Taste of Sunnyside, Under the elevated 7 train between 45th and 46th Streets, Sunnyside, Queens (6:15 PM EDT) and attends City and State Borough Series Queens event, Museum of the Moving Image, 36-01 35th Ave, Astoria, Queens (6:30 PM EDT)

Location: New York City council.nyc.gov <https://twitter.com/NYCCouncil>

Contacts: Arielle Swernoff Office of NYC Council Member Jimmy Van Bramer ASwernoff@council.nyc.gov 1 718 383 9566 x 7

AP Metro Day Schedule

Tuesday, May 24, 2016

----- NEW YORK CITY -----

NEW EVENT: Tuesday, May. 24 8:30 AM Manhattan Borough President Brewer's public schedule - Manhattan Borough President Gale Brewer hosts informational meeting for small businesses and non-profits on Regional Economic Development Council funding, 1 Centre Street South, New York (8:30 AM EDT); speaks at Riders Alliance press conference, Union Square subway entrance, East 16th Street and Union Square West, New York (11:00 AM EDT); speaks at LeAp Public Art Program kickoff, Union Square, 14th Street between University Place and Broadway, New York (11:30 AM EDT); attends JCRC and UFA-Federation reception for

Consul General of Israel in New York Ambassador Ido Aharoni, New York (6:00 PM EDT); and attends Goddard Riverside Community Center Capitol Hall residence opening and ribbon cutting, 166 West 87th Street, New York (7:30 PM EDT)

Location: New York, NY New York City <http://manhattanbp.nyc.gov/> <https://twitter.com/galeabrewer>

Contacts: Andrew Goldston Manhattan Borough President Press Secretary agoldston@manhattanbp.nyc.gov 1 212 669 3539 1 917 960 1187

NEW EVENT: Tuesday, May. 24 9:00 AM City Parks Foundation's PuppetMobile presents 'Puss In Boots' - City Parks Foundation's PuppetMobile presents 'Puss In Boots', a modern twist on the classic 'Puss in Boots' fairy tale, featuring 'one-of-a-kind' marionettes hand-crafted by puppeteers from the Swedish Cottage Marionette Theatre in Central Park

Location: Painters Playground Park, Dieterle Crescent, Reno Park, Queens, NY New York City <http://www.cityparksfoundation.org/> <https://twitter.com/CPFNYC>

Contacts: Kate Nemetz City Parks Foundation knemetz@cityparksfoundation.org 212 360 8281

NEW EVENT: Tuesday, May. 24 9:30 AM NYSE Opening and Closing Bells - Grupo Supervielle SA Chairman and CEO Julio Patricio Supervielle rings the New York Stock Exchange Opening Bell, to celebrate their IPO that occurred 19 May (9:30 AM EDT) * Mueller Water Products, Inc. Chairman, President and CEO ring the Closing Bell, in celebration of the company's 10th anniversary of listing on the NYSE (4:00 PM EDT)

Location: NYSE, New York, NY New York City <https://nyse.nyx.com/> <https://twitter.com/NYSE>

Contacts: NYSE media relations media@theice.com 1 770 857 4700

NEW EVENT: Tuesday, May. 24 10:00 AM Families for Excellent Schools announce filing of Civil Rights complaints - Families for Excellent Schools join parents at a press conference outside DOE headquarters at Tweed Courthouse to announce the filing of complaints with the Offices of Civil Rights for the U.S. Attorney's Office for the Eastern District of New York and the New York State Attorney General, as well as with the New York City Department of Investigation. Parents call for the de Blasio administration to be held accountable for 'refusing to acknowledge and failing to curb systemic school violence that disproportionately harms Black students, Hispanic students, and students with special needs'

Location: Outside Tweed Courthouse, New York, NY New York City www.familiesforexcellentschools.org <https://twitter.com/Fam4ExcSchools>

Contacts: Families for Excellent Schools info@familiesforexcellentschools.org

NEW EVENT: Tuesday, May. 24 10:00 AM NYPD Police Commissioner Bratton appears on Brian Lehrer Show - NYPD Police Commissioner William Bratton appears live on The Brian Lehrer Show on WNYC radio to discuss an upcoming conference with police leaders

Location: New York, NY New York City <http://www.nyc.gov/html/nypd/> <https://twitter.com/NYPDnews>

Contacts: NYPD office of the Deputy Commissioner, Public Information DCPI@nypd.org 1 646 610 6700

NEW EVENT: Tuesday, May. 24 10:00 AM New York Mayor Bill de Blasio delivers remarks at 10th Annual Citywide Procurement Fair

Location: BNY Mellon, 101 Barclay Street, New York, NY New York City www.nyc.gov/mayor <https://twitter.com/NYCMayorsOffice>

Contacts: New York Mayor's Office pressoffice@cityhall.nyc.gov 1 212 788 2958

Open press - there will be no Q&A

NEW EVENT: Tuesday, May. 24 10:30 AM New York State Attorney General Eric Schneiderman announces a law enforcement action against a 'major international' restaurant chain

Location: 120 Broadway, New York, NY New York City <http://www.ag.ny.gov/> <https://twitter.com/AGSchneiderman>

Contacts: NYAG press NYAG.Pressoffice@ag.ny.gov 1 212 416 8060

NEW EVENT: Tuesday, May. 24 10:50 AM NYC DOE Chancellor Carmen Farina's public schedule - New York City Department of Education Chancellor Carmen Farina delivers remarks at No Place for Hate Recognition ceremony, NYU Skirball Center, 40 Washington Square South, New York (10:50 AM EDT), delivers remarks at LeAp Public Art Program launch, Union Square Park, 14th St and University Pl, New York (11:30 AM EDT) and delivers remarks at PROSE end-of-year showcase, UFT HQ, 52 Broadway, New York (5:00 PM EDT)

Location: New York City schools.nyc.gov <https://twitter.com/NYCSchools>

Contacts: NYC Education Chancellor's Press Office 1 212 374 5141

NEW EVENT: Tuesday, May. 24 2:00 PM New York City Councilman David Greenfield holds rally in support of renewing and enhancing funding for the popular NYC Cleanup Initiative

Location: City hall steps, New York, NY New York City council.nyc.gov <https://twitter.com/NYCCouncil>

Contacts: Stephen Snowden Office of NYC Councilman David Greenfield 1 212 788 7357

NEW EVENT: Tuesday, May. 24 6:00 PM Brooklyn BP Adams hosts 'Know Your Rights' workshop for Sunset Park tenants - Brooklyn Borough President Eric Adams hosts a 'Tenants: Know Your Rights' workshop, to give Sunset Park tenants an opportunity to speak in English or Spanish with advocates and lawyers from Brooklyn Legal Services Corporation

Location: Sunset Park High School, 153 35th Street, Brooklyn, NY New York City www.brooklyn-usa.org
<https://twitter.com/bpericadams>

Contacts: Stefan Ringel Brooklyn Borough President's Office Communications Director
sringel@brooklynbp.nyc.gov 1 718 802 3831

NEW EVENT: Tuesday, May. 24 6:15 PM New York City Council Majority Leader Jimmy Van Bramer's public schedule - New York City Council Majority Leader Jimmy Van Bramer delivers remarks at Taste of Sunnyside, Under the elevated 7 train between 45th and 46th Streets, Sunnyside, Queens (6:15 PM EDT) and attends City and State Borough Series Queens event, Museum of the Moving Image, 36-01 35th Ave, Astoria, Queens (6:30 PM EDT)

Location: New York City council.nyc.gov <https://twitter.com/NYCCouncil>

Contacts: Arielle Swernoff Office of NYC Council Member Jimmy Van Bramer ASwernoff@council.nyc.gov 1 718 383 9566 x 7

NEW EVENT: Tuesday, May. 24 6:45 PM NYC Council Speaker Mark-Viverito's public schedule - New York City Council Speaker Melissa Mark-Viverito speaks at The New York Immigration Coalition Gala, Capitale, 130 Bowery, Manhattan (6:45 PM EDT) and at the Pride Prom, hosted By Council Member Julissa Ferreras-Copeland, Queens Museum, Meridian Road, Queens (8:15 PM EDT)

Location: New York, NY New York City council.nyc.gov <https://twitter.com/NYCCouncil>

Contacts: Shirley Limongi Council Speaker Office SLimongi@council.nyc.gov 1 212 788 7116

NEW EVENT: Tuesday, May. 24 - Sunday, Jun. 26 10:00 PM Rupert Everett honored at BAM's Annual Theater Gala - BAM's Annual Theater Gala, benefit celebration honoring Rupert Everett's performance in David Hare's 'The Judas Kiss'. Attendees include Brigitte Vosse, Tommy Tune, Antonino D'Ambrosio, Charlotte Beers, Charlie Rowe and Cal MacAninch

Location: BAM Lepercq Space/Peter Jay Sharp Building, New York, NY New York City
<http://www.bam.org/bamcinemafest> https://twitter.com/BAM_Brooklyn

Contacts: Sarah Garvey Brooklyn Academy of Music sgarvey@bam.org 1 718 824 8025

Tuesday, May. 24 8:00 AM Intelligent Trading Summit (ITS)

Location: Convene Midtown West, New York, NY New York City

<http://resource.datamanagementreview.com/intelligent-trading-summit-its-nyc-may-2016>

<https://twitter.com/ATEAMgroup>

Contacts: Ron Wilbraham A-Team Group Client Services Manager ron@a-teamgroup.com +44 (0) 208 090 2055

Tuesday, May. 24 8:30 AM Debtwire Investors Summit

Location: The Metropolitan Club, New York, NY New York City <http://mergermarketgroup.com/>

<https://twitter.com/mergermarket>

Contacts: Mergermarket U.S. info.us@mergermarket.com 1 212 686 5606

Tuesday, May. 24 8:30 AM Crain's holds event on Atlantic City and the future of New York's gaming business - Crain's brings together key stakeholders to discuss Atlantic City on the verge of bankruptcy, with a November ballot referendum pending for two Northern New Jersey gaming licenses. Topics include these developments and the future of New York's gaming business. Speakers include Rush Street Gaming, LLC CEO Greg Carlin, New York Gaming Association President James Featherstonhaugh, Newmark Grubb Knight Frank Chairman Jeffrey Gural, and Empire City Casino Vice President of Marketing Ryan Murphy

Location: John Jay College of Criminal Justice, 524 West 59th Street, New York, NY New York City

<http://www.craigslistnewyork.com/> <https://twitter.com/CraigslistNewYork>

Contacts: Jennifer Passaretti Marino JPassaretti@marino.pr.com 1 212 402 3492

Tuesday, May. 24 8:30 AM Parks Without Borders Summit - NYC Parks and The New School's Center for New York City Affairs and Tishman Center for Environment and Design hosts 'Parks Without Borders Summit: Ideas for the Next Generation of Urban Parks and Public Space' on the future of parks and urban spaces. Summit includes NYC Parks announcing the New York City parks that have been chosen to pilot the design initiative Parks Without Borders, for which the conference is named. Speakers include NYC Parks Commissioner Mitchell Silver, architecture critic Paul Goldberger, architect Signe Neilson, The Cultural Landscape Foundation Founder Charles Birnbaum and author Mike Lydon

Location: The New School's University Center, 63 Fifth Ave, New York, NY New York City

www.nycgovparks.org <https://twitter.com/nycparks>

Contacts: NYC Parks press office PressOffice@parks.nyc.gov 1 212 360 1311

Tuesday, May. 24 9:00 AM New York City Council Member Donovan Richards presents Nelson Mandela Technology Grant to schools in Far Rockaway

Location: PS 42, 488 Beach 66th St, Arverne, Queens, NY New York City council.nyc.gov
<https://twitter.com/NYCCouncil>

Contacts: Jordan Gibbons New York City Council jgibbons@council.nyc.gov 1 631 748 2389

Tuesday, May. 24 9:00 AM One World Observatory celebrates its one year anniversary with a free, public open house - One World Observatory celebrates its one year anniversary with a free, public open house * The Observatory opened 29 May 2015 * Tickets were available through a free lottery last week, during which 1,776 tickets were claimed online

Location: One World Observatory, New York, NY New York City <https://oneworldobservatory.com/>
<https://twitter.com/OneWorldNYC>

Contacts: Kristen Bothwell Rubenstein Communications kbothwell@rubenstein.com 1 212 843 9227

Tuesday, May. 24 9:15 AM Nasdaq Opening and Closing Bells - Home BancShares, Inc. Chairman John Allison rings the Nasdaq Closing Bell, in celebration of the company's 10th anniversary (9:15 AM EDT) * Artesian Resources Corporation President and CEO Dian Taylor rings the Closing Bell, in celebration of the company's 20th listing anniversary (3:45 PM EDT)

Location: Nasdaq MarketSite, 4 Times Square, New York, NY New York City <http://www.nasdaq.com/>
<https://twitter.com/NASDAQOMX>

Contacts: Emily Pan NASDAQ OMX press emily.pan@nasdaq.com 1 646 441 5120

Tuesday, May. 24 10:00 AM New York City Council Committee on Finance executive budget hearing

Location: City Hall, New York, NY New York City council.nyc.gov <https://twitter.com/NYCCouncil>

Contacts: New York City Council Press 1 212 788 7116

Tuesday, May. 24 10:00 AM Media preview of 'Crocs: Ancient Predators in a Modern World' at AMNH - American Museum of Natural History holds media preview for 'Crocs: Ancient Predators in a Modern World' exhibition, exploring the lives of crocodilians—the group including crocodiles, alligators, caimans, and gharials—their evolutionary history, biology, behavior, and precarious relationships with human societies. Includes live crocs and life-size models on view * Exhibition opens 28 May - 2 Jan

Location: American Museum of Natural History, New York, NY New York City <http://www.amnh.org/>
<https://twitter.com/AMNH>

Contacts: Aubrey Gaby Miller American Museum of Natural History amiller@amnh.org 1 212 496 3409

Doors open at 10 am; program begins at 10:30 am

Tuesday, May. 24 10:00 AM U.N. Security Council open debate on cooperation - United Nations Security Council open debate: 'Cooperation between the UN and regional and subregional: UN-AU peace and security cooperation: Chapter VIII application and the future of APSA'

Location: United Nations, New York, NY New York City <http://www.un.org/Docs/sc/>
https://twitter.com/UN_News_Centre

Contacts: U.N. press inquiries2@un.org 1 212 963 5851

Tuesday, May. 24 10:30 AM U.S. Winter Olympics hockey goalie Jim Craig displays 'Miracle on Ice' collection - 1980 U.S. Winter Olympics hockey goalie Jim Craig displays and discusses his 'Miracle on Ice' collection featuring his gold medal, the jerseys he wore in the Soviet and Finland games and the iconic American flag that was draped over his shoulders after the gold medal win – all up for auction through Lelands – during a press event

Location: Rubenstein offices, Worldwide Plaza, 825 Eight Ave, New York, NY New York City

Contacts: Adam Miller Rubenstein Communications amiller@rubenstein.com 1 212 843 8032

Tuesday, May. 24 11:00 AM Riders Alliance release results of survey on how the MTA should close the L train tunnel - Riders Alliance release results of a survey of hundreds of L train riders asking riders for their opinion on how the MTA should handle the forthcoming shutdown of the L train. The survey asked riders if they would rather the MTA fully shut down the L train tunnel for eighteen months or a partial shutdown over three years, with the result revealed at today's press conference

Location: L train subway stop, E 16th St and Union Sq West in Union Sq, New York, NY New York City
<http://www.ridersny.org/> <https://twitter.com/ridersny>

Contacts: Nick Sifuentes Riders Alliance nick@ridersny.org 1 310 866 1692

Tuesday, May. 24 11:00 AM Leading immigrant groups release 2017 budget report - Leading immigrant organizations release 'A Budget for the City of Immigrants: Key Proposals to Ensure NYC's 2017 Budget Responds to the Needs', a new report highlighting priority areas for immigrant communities at a policy briefing for press. Organizations include Make the Road New York, New York Immigration Coalition, Asian American Federation, Federation of Protestant Welfare Agencies, and the Coalition for Asian American Children and Families. The report 'applauds NYC for taking many affirmative steps for immigrant communities, while underscoring key areas for additional investment, including: adult literacy, immigration legal services, resources for increasing health care access, and investing in affordable housing and preventing tenant displacement' * Report is embargoed until 11:00 AM EDT 24 May

Location: Fiscal Policy Institute, 11 Park Place, New York, NY New York City <http://www.maketheroad.org/>
<https://twitter.com/MaketheRoadNY>

Contacts: Thanu Yakupitiyage New York Immigration Coalition tyaku@nyic.org 1 212 627 2227 x235 Daniel Altschuler Make the Road New York Daniel.altschuler@maketheroadny.org 1 917 494 5922

Embargoed until Tuesday, May 24, 11am

Tuesday, May. 24 11:30 AM NYC student art exhibition addresses 'major social issues in their communities' - Students in 10 New York City public schools from all five boroughs present their public art works - school lunchroom tables transformed into colorful works of art 'that address major social issues in their communities and the world' - at the kick off of the largest student art exhibition in the history of NYC parks and the first to span the five boroughs, created by LeAp in cooperation with NYC Parks & Recreation. Kick off event includes guest speaker New York City Department of Education Chancellor Carmen Farina, and showcases the exhibition 'A View from the Lunchroom: Students Bringing Issues to the Table'

Location: Union Square Park, New York, NY New York City <http://www.leapnyc.org/>
<https://twitter.com/LeApNYC>

Contacts: Alexandra Leff LeAp NYC alexandra@leapnyc.org 1 917 837 4488

Tuesday, May. 24 12:00 PM Brooklyn Treatment Court holds a 'Celebration of 20 Years' - Brooklyn Treatment Court holds a 'Celebration of 20 Years', with graduates from each of the past 20 years attending the event to highlight their achievements since their completion of the Brooklyn Treatment Court. Attendees include New York State Chief Administrative Judge Lawrence Marks, New York State Courts Chief of Policy and Planning Sherry Klein Heitler, Second Judicial District Administrative Judge for Criminal Matters Matthew D'Emic, Administrative Judge for Criminal Matters Commissioner Arlene Gonzalez-Sanchez and Sanctuary for Families Executive Director Judith Harris Kluger

Location: Kings County Supreme Court, 320 Jay St, Brooklyn, NY New York City

Contacts: David Bookstaver New York State Unified Court System Communications Director 1 212 428 2500

Tuesday, May. 24 12:00 PM Naomi Campbell lights up Empire State Building for Red Nose Day - Model Naomi Campbell participates in the ceremonial lighting of the Empire State Building in red to celebrate Red Nose Day, which takes place 26 May

Location: Empire State Building, 350 Fifth Avenue, New York, NY New York City <http://www.esbnyc.com>
<https://twitter.com/EmpireStateBldg>

Contacts: Amanda Gorin UEG Amanda.Gorin@uegworldwide.com 1 646 226 3683

Media Check-in: 11:30 AM EDT

Tuesday, May. 24 12:30 PM 'Focus on the Latino Electorate' discussed at New York FPC - New York Foreign Press Center On-The-Record Press Briefing on 'Race to the White House: Focus on the Latino Electorate', with The Graduate Center of the City University of New York Center for Latin American, Caribbean, and Latino Studies founder and Director Dr Laird Bergad discussing reports about Latinos in the American elections which are being produced by the Center for Latin American, Caribbean and Latino Studies and CNN en Espanol

Location: 799 United Nations Plaza, New York, NY New York City www.fpc.state.gov
<https://twitter.com/ForeignPressCtr>

Contacts: New York FPC nyfpc@state.gov 1 212 317 8325

Interested media should respond to nyfpc@state.gov

Tuesday, May. 24 12:30 PM DSNY Commissioner and Brooklyn BP unveil new haulster to clear snow from smaller streets - New York City Department of Sanitation Commissioner Kathryn Garcia and Brooklyn Borough President Eric Adams unveil the new haulster designed to salt, plow, and clear snow from smaller tertiary streets in Brooklyn Community Board 14, which is comprised of Midwood and Flatbush neighborhoods

Location: Brooklyn South 14 District Garage, 1397 Ralph Ave, between East 83rd St and Chase Ct, Brooklyn, NY New York City <https://twitter.com/NYCSanitation>

Contacts: DSNY 1 646 885 5020

Tuesday, May. 24 1:00 PM Robin Roberts speaks at College of New Rochelle 109th Commencement - College of New Rochelle 109th Commencement, with address from 'Good Morning America' co-anchor Robin Roberts, who also receives an honorary degree alongside The College of New Rochelle Chair of the Board of Trustees Elizabeth LeVaca

Location: Beacon Theater, New York, NY New York City <http://www.cnr.edu/> <https://twitter.com/CNR1904>

Contacts: Elizabeth Weisman College of New Rochelle eweisman@cnr.edu 1 914 654 5291

Tuesday, May. 24 3:30 PM NYC Council Member Peter Koo and Queens Library hold story time and rally for library investment - New York City Council Member Peter Koo and Queens Library President and CEO Dennis Walcott host a story time with the children of the McGoldrick Community Library followed by an advocacy rally to urge the city to keep investing in libraries

Location: Queens Library at McGoldrick, 155-06 Roosevelt Ave, Queens, NY New York City
<http://www.queenslibrary.org/> <https://twitter.com/queenslibrary>

Contacts: Joanne King Queens Library jking@queenslibrary.org 1 718 990 0704

Tuesday, May. 24 5:00 PM Former commerce secretary and trade reps speak on China trade and investment - National Committee on U.S.-China Relations event on China's rapidly-growing investment in the U.S., trade issues, and the future of U.S.-China economic relations, with former Secretary of Commerce Barbara Franklin and former U.S. Trade Representatives Carla Hills and Susan Schwab

Location: Vanderbilt Hall, NYU School of Law, 40 Washington Sq S, New York, NY New York City
<http://www.ncuscr.org> <https://twitter.com/NCUSCR>

Contacts: Joseph Weed NCUSCR communications jweed@ncuscr.org 1 212 645 9677 x 11

Tuesday, May. 24 5:00 PM Designed to Celebrate: A Toast to the 2016 Tony Awards - Designed to Celebrate: A Toast to the 2016 Tony Awards, an evening celebrating the Creative Arts nominees at this year's Tony Awards, which takes place 12 Jun

Location: Lamb's Club, 132 West 44th St, New York, NY New York City <http://www.tonyawards.com>
<https://twitter.com/TheTonyAwards>

Contacts: Shawn Purdy Slate PR Shawn@slate-pr.com 1 212 235 6813 Alyson Ahrns Slate PR Alyson@slate-pr.com 1 646 741 4449

Tuesday, May. 24 - Wednesday, May. 25 6:00 PM Bloomberg Breakaway Summit Cocktail Reception and Opening Night Dinner - Bloomberg Breakaway Summit Cocktail Reception and Opening Night Dinner. Speakers include SoulCycle CEO Melanie Whelan

Location: Robert, 2 Columbus Circle, New York, NY New York City <http://www.bloomberglive.com/>
<https://twitter.com/BloombergLIVE>

Contacts: Angela Martin Bloomberg angelamartin@bloomberg.net 1 415 617 7142

Tuesday, May. 24 6:00 PM Gordon Parks Foundation Awards Dinner - Gordon Parks Foundation 10th Anniversary Awards Dinner and Auction, honoring DKNY creative directors Maxwell Osborne and Dao-Yi Chow; photographer LaToya Ruby Frazier; and Equal Justice Initiative founder Bryan Stevenson. Leonard and Judy Glickman Lauder receive the Patron of the Arts Award * The foundation is a division of the Meserve-Kunhardt Foundation and holds its fundraising dinner to help schools and communities around the world

Location: Cipriani 42nd Street, New York, NY New York City <http://www.gordonparksfoundation.org/>
<https://twitter.com/GParksFound>

Contacts: Julia Corbett Brandstyle Communications julia@brandstylecommunications.com 1 646 795 1073

Media Check-in: 5:30 PM EDT

Tuesday, May. 24 6:00 PM New York Immigration Coalition annual gala - New York Immigration Coalition annual gala, honoring JP Morgan Chase & Co, Research Division Global Head of Research Joyce Change, Juntos Podemos President Josefina Vazquez Mota, and former J.M. Kaplan Fund Program Director for Migration Suzette Brooks Masters

Location: Capitale, 130 Bowery, New York, NY New York City <http://www.thenyic.org/>

Contacts: Thanu Yakupitiyage New York Immigration Coalition tyaku@nyic.org 1 212 627 2227 x235

Tuesday, May. 24 6:00 PM Historic Districts Council Grassroots Preservation Party and Grassroots Preservation Awards - Historic Districts Council Grassroots Preservation Party and Grassroots Preservation Awards. Award winners are Art Deco Society of New York; The Committee to Save the New York Public Library, Citizens Defending Libraries and the Library Lovers League; and New Yorkers for a Human-scale City; with Jeremiah's Vanishing New York receiving the 'Friends in the Media' award; New York City Council Member Ben Kallos receiving the 'Friends in High Places' award and Beverley Moss Spatt with the 'Mickey Murphy Award'

Location: Saint Mark's-Church-in-the-Bowery, 131 East 10th Street, New York, NY New York City hdc.org

Contacts: Michelle Arbulu HDC Manager of Communications marbulu@hdc.org 1 212 614 9107 x 12

Tuesday, May. 24 6:00 PM NYC Council Members hold 'PrideProm' celebrating rite of passage for people of all ages and sexuality - New York City Council Member Julissa Ferreras-Copeland, New York City Council Speaker Melissa Mark-Viverito and the Hispanic Federation host a citywide 'PrideProm' for individuals of all ages who are currently being denied the opportunity to participate in prom night because of their sexual orientation, who have been shut out from their prom in the past or simply want to experience this rite of passage as their true selves

Location: Queens Museum, Meridian Rd, Corona, Queens, NY New York City council.nyc.gov
<https://twitter.com/NYCCouncil>

Contacts: Lillian Zepeda Office of NYC Council Member Ferreras-Copeland lzepeda@council.nyc.gov 1 917 828 2635

Tuesday, May. 24 6:00 PM ACT UP NY, homeless youth, and over 15 NGOs hold town hall on HIV and homelessness - ACT UP NY, homeless youth, and over 15 NGOs convene a Town Hall at the LGBT Community Center, to address the overlapping HIV and homelessness epidemics in New York City and around the State

Location: LGBT Community Center, 208 W 13th St, New York, NY New York City <http://www.actupny.org/>

Contacts: ACT UP NY media@actupny.com

Tuesday, May. 24 6:30 PM Kaufman Music Center Gala - Kaufman Music Center Annual Gala, to support the Center's music education and performance programs. Includes performances by violinists Gil Shaham and Adele Anthony, pianist Orli Shaham and father-and-son Peter and David Robertson

Location: Edison Ballroom, 240 W 47th St, New York, NY New York City
<http://www.kaufmanmusiccenter.org/> <https://twitter.com/MerkinConcert>

Contacts: Kaufman Music Center info@kaufmanmusiccenter.org

Tuesday, May. 24 6:30 PM New York Police & Fire Widows' & Children's Benefit Fund Kick Off to Summer Benefit - Answer The Call - The New York Police & Fire Widows' & Children's Benefit Fund annual Kick Off to Summer Benefit, 'The Red & Blue Soiree', honoring New York's first responders and raising funds for the families of firefighters, police officers and emergency medical service workers killed in the line of duty. Celebs attending include 'Saturday Night Live' cast members Colin Hanks and Pete Davidson, model Emily DiDonato, former NY Ranger Mark Messier, actor Vincent Piazza, stylist Mary Alice Stephenson and NY Red Bulls' Ryan Meara and Dax McCarty

Location: Bowery Hotel Rooftop, 335 Bowery, New York, NY New York City www.answerthecall.org
<https://twitter.com/AnswertheCall>

Contacts: Mike Loughran DKC michael_loughran@dkcnews.com 1 718 916 8637

Tuesday, May. 24 7:00 PM Fourth auction of \$200 million coin collection in New York - Sotheby's sale of the D. Brent Pogue Collection of Early United States Coinage - the fourth in a series of auctions selling the 600-piece coin collection. In its entirety, the collection is estd at around \$200 million, with 20 individual coins estd at \$1 million or more each * Postponed from 19 May

Location: Sotheby's, New York, NY New York City www.sothebys.com <https://twitter.com/Sothebys>

Contacts: Ali Malizia New York alexandra.malizia@sotheby's.com +1 212 606 7176

Tuesday, May. 24 7:30 PM New York Philharmonic Spring Gala concert - New York Philharmonic Spring Gala concert, 'A John Williams Celebration', celebrating the Oscar-winning film composer's iconic scores, conducted by David Newman, and raising funds for the 51st annual Concert in the Parks series

Location: David Geffen Hall, Lincoln Center, New York, NY New York City <http://nyphil.org/concerts-tickets/1516/a-john-williams-celebration> <https://twitter.com/nyphil>

Contacts: Katherine E. Johnson NY Philharmonic Press johnsonk@nyphil.org 1 212 875 5718

Tuesday, May. 24 9:30 PM American Image Awards - AAFA Annual American Image Awards, hosted by Hal Rubenstein. Honorees include Shinola Detroit (Retailer of the Year), Joseph Abboud (Person of the Year),

Christian Siriano (Designer of the Year), BBC International (Company of the Year) and Iris Apfel, (Fashion Maverick)

Location: 583 Park Ave, New York, NY New York City <http://www.apparelandfootwear.org>
<https://twitter.com/apparefootwear> #AmericanImageAwards

Contacts: Reem Kuhail AAFA media rkuhail@wewear.org 1 703 797 9037 Nataly Blumberg The Bromley Group nblumberg@tbg-world.com 1 516 859 6665

Tuesday, May. 24 - Wednesday, May. 25 BuildingsNY exhibition - BuildingsNY - exhibition for products in sustainable and green buildings, featuring the latest innovations in renovation and maintenance

Location: Javits Center, New York, NY New York City <http://www.buildingsny.com/>
<https://twitter.com/BuildingsNY>

Contacts: Reed Exhibitions U.S. inquiry@reedexpo.com 1 203 840 4800

Tuesday, May. 24 - Wednesday, May. 25 CECF Corporate Philanthropy Summit - CECF Corporate Philanthropy Summit, for 250 senior giving officers at Fortune 500 companies

Location: Time Warner Center, New York, NY New York City <http://www.corporatephilanthropy.org/>
<https://twitter.com/CECFtweets>

Contacts: Sara Adams CECF press sadams@cecp.co 1 212 825 1000

Tuesday, May. 24 - Wednesday, May. 25 Wolfe Research Annual Global Transportation Conference - Wolfe Research Annual Global Transportation Conference

Location: Marriott East Side Hotel, 525 Lexington Avenue, New York, NY New York City
<http://wolferesearch.com/events/conferences/global-transportation-conference/overview/>

Contacts: Wolfe Research Sales@WolfeResearch.com 1 646 845 0700

Tuesday, May. 24 - Sunday, Aug. 14 Shakespeare in the Park in New York's Central Park - 54th Shakespeare in the Park season of free theater begins in New York's Central Park with an all-female production of 'The Taming of the Shrew', starring Cush Jumbo, Janet McTeer and LaTanya Richardson Jackson, directed by Phyllida Lloyd. This year's other productions include 'Troilus and Cressida', directed by Daniel Sullivan, opening 19 Jul

Location: Delacorte Theater, Central Park, New York, NY New York City
<http://www.shakespeareinthepark.org> <https://twitter.com/PublicTheaterNY> #shakespeareinthepark

Contacts: Public Theater press@publictheater.org 1 212 539 8642

Tuesday, May. 24 Anti-Defamation League No Place for Hate Recognition Ceremony - Anti-Defamation League No Place for Hate Recognition Ceremony, recognizing students and educators from 87 schools across the five boroughs, upstate, Westchester, Long Island and Northern New Jersey who have completed requirements to become a 'No Place for Hate' school, an initiative designed to create inclusive communities and empower schools to challenge all forms of bigotry

Location: Skirball Center for Performing Arts, New York, NY New York City www.adl.org
https://twitter.com/ADL_National

Contacts: David Robbins ADL adlmedia@adl.org 1 212 885 7715

Tuesday, May. 24 - Wednesday, May. 25 Annual Northeast Power and Gas Markets Conference

Location: New York Hilton Midtown Hotel, New York, NY New York City <http://www.platts.com/>
<https://twitter.com/PlattsConf>

Contacts: Platts U.S. support@platts.com 1 212 904 3070

Tuesday, May. 24 - Wednesday, May. 25 Infra GRI South America Summit

Location: The Plaza Hotel, New York, NY New York City www.globalrealestate.org
<https://twitter.com/realestateGRI>

Contacts: GRI U.S. info@globalrealestate.org 1 866 399 1210

Tuesday, May. 24 Opening night for 'Incognito' with cast of four playing 21 characters - 'Incognito', opening night for Nick Payne's play about memory and identity, which sees its four main cast members - Charlie Cox, Heather Lind, Geneva Carr and Morgan Spector - play a combined 20 characters across three interwoven stories. Production is directed by Doug Hughes

Location: Stage I, New York City Center, New York, NY New York City
<http://www.manhattantheatreclub.com/> [#IncognitoPlay](https://twitter.com/mtc_NYC)

Contacts: Michelle Farabaugh Boneau/Bryan-Brown mfarabaugh@bbbway.com 1 212 575 3030 Melissa Cohen Boneau/Bryan-Brown mcohen@bbbway.com

From: Welsh, Kevin
Sent: Friday, May 27, 2016 9:24 AM
To: Welsh, Kevin
Subject: AP Metro Day Schedule for 05-27-16

Key Events:

NEW EVENT: Friday, May. 27 7:40 AM NYPD Police Commissioner Bratton appears on MSNBC's Morning Joe - NYPD Police Commissioner William Bratton and Police Executive Research Forum executive director Chuck Wexler appear live on MSNBC's Morning Joe

Location: New York City <http://www.nyc.gov/html/nypd/> <https://twitter.com/NYPDnews>

Contacts: NYPD office of the Deputy Commissioner, Public Information DCPI@nypd.org 1 646 610 6700

NEW EVENT: Friday, May. 27 10:00 AM New York Mayor de Blasio's public schedule - New York Mayor Bill de Blasio discusses Memorial Day weekend, the new Taxi and Limousine Commission driver fatigue rules, tenant protection, and newly trained correction officers live on WNYC's the Brian Lehrer Show (10:00 AM EDT) and on AM 710 WOR (11:30 AM EDT); and appears on AM 1280's Radio WADO to discuss mayoral control, the Memorial Day weekend, and the debt crisis in Puerto Rico (12:00 PM EDT)

Location: New York City www.nyc.gov/mayor <https://twitter.com/NYCMayorsOffice>

Contacts: New York Mayor's Office pressoffice@cityhall.nyc.gov 1 212 788 2958

Friday, May. 27 1:00 PM NYC Parks celebrates upcoming beach season with ceremonial event in Rockaway - NYC Parks Commissioner Mitchell Silver, Queens Borough President Melinda Katz, New York State Sens. Joe Addabbo and James Sanders, New York City Council Members Eric Ulrich and Donovan Richards and New York City Comptroller Scott Stringer celebrate the upcoming opening of Rockaway Beach for the swimming season. Event includes Commissioner Silver sharing water safety tips and talking about what's new this year at Rockaway

Location: Rockaway Beach Boardwalk, 94th St Plaza, Queens, NY New York City www.nycgovparks.org <https://twitter.com/nycparks>

Contacts: NYC Parks press office PressOffice@parks.nyc.gov 1 212 360 1311

Metro New York Day Schedule
Friday, May 27, 2016

----- NEW YORK CITY -----

NEW EVENT: Friday, May. 27 7:40 AM NYPD Police Commissioner Bratton appears on MSNBC's Morning Joe - NYPD Police Commissioner William Bratton and Police Executive Research Forum executive director Chuck Wexler appear live on MSNBC's Morning Joe

Location: New York City <http://www.nyc.gov/html/nypd/> <https://twitter.com/NYPDnews>

Contacts: NYPD office of the Deputy Commissioner, Public Information DCPI@nypd.org 1 646 610 6700

NEW EVENT: Friday, May. 27 9:00 AM Manhattan BP Brewer's public schedule - Manhattan Borough President Gale Brewer speaks at NYC Department of Education Advanced Sustainability Training, UFT Headquarters, 52 Broadway, New York (9:00 AM EDT); visits veterans with 1986 New York Mets, VA Hospital Atrium, 423 East 23rd Street, New York (10:00 AM EDT); later attends PS 130 Benefit, Jing Fong, 20 Elizabeth Street, New York (7:00 PM EDT); and speaks at Theater for a New City Lower East Side Festival, 155 First Avenue, New York (8:00 PM EDT)

Location: New York, NY New York City <http://manhattanbp.nyc.gov/> <https://twitter.com/galeabrewer>

Contacts: Andrew Goldston Manhattan Borough President Press Secretary agoldston@manhattanbp.nyc.gov 1 212 669 3539 1 917 960 1187

NEW EVENT: Friday, May. 27 9:30 AM NYSE Opening and Closing Bells - Cotiviti Holdings CEO Doug Williams rings the New York Stock Exchange Opening Bell, to celebrate their IPO (9:30 AM EDT) * Crawford & Company President and CEO Harsha Agadi and Board of Directors Member Jess Crawford ring the Closing Bell, in celebration of their 75th anniversary (4:00 PM EDT)

Location: NYSE, New York, NY New York City <https://nyse.nyx.com/> <https://twitter.com/NYSE>

Contacts: NYSE media relations media@theice.com 1 770 857 4700

NEW EVENT: Friday, May. 27 10:00 AM Transfiguration School students hold concerts as part of end-of-year events - Transfiguration School pre-kindergarten and kindergarten students hold two concerts as part of end-of-year events, with proceeds going towards the Dominican Sisters' mission of caring for the abandoned children of Haiti. Concerts take place at 10:00 AM EDT and 1:30 PM EDT

Location: George & Agnes Tai Auditorium, 29 Mott St, New York, NY New York City
<http://transfigurationschoolnyc.org/> <https://twitter.com/Transfigschool>

Contacts: Mike Stouber Rubenstein Communications mstouber@Rubenstein.com 1 212 843 9381 Emily Eng
Transfiguration School Principal 1 212 431 8769

NEW EVENT: Friday, May. 27 10:00 AM NYC Parks kicks off Staten Island beach season at South Beach - NYC Parks Commissioner Mitchell Silver, Staten Island Deputy Borough President Ed Burke, Assemblywoman Nicole Malliotakis and community members to kick off the beginning of beach season on Staten Island. Includes Commissioner Silver sharing water safety tips

Location: South Beach, Staten Island, NY New York City www.nycgovparks.org <https://twitter.com/nycparks>

Contacts: NYC Parks press office PressOffice@parks.nyc.gov 1 212 360 1311

NEW EVENT: Friday, May. 27 10:00 AM NYC Council Members kick-off free reusable bag giveaway - New York City Council Speaker Melissa Mark-Viverito and Council Member Mark Levine kick-off the Council's free reusable bag giveaway

Location: Montifore Square Park, 136th Street and Hamilton Place, New York, NY New York City council.nyc.gov <https://twitter.com/NYCCouncil>

Contacts: Marlin Foreman City Hall MForeman@council.nyc.gov 1 212 788 7116

NEW EVENT: Friday, May. 27 10:00 AM New York Mayor de Blasio's public schedule - New York Mayor Bill de Blasio discusses Memorial Day weekend, the new Taxi and Limousine Commission driver fatigue rules, tenant protection, and newly trained correction officers live on WNYC's the Brian Lehrer Show (10:00 AM EDT) and on AM 710 WOR (11:30 AM EDT); and appears on AM 1280's Radio WADO to discuss mayoral control, the Memorial Day weekend, and the debt crisis in Puerto Rico (12:00 PM EDT)

Location: New York City www.nyc.gov/mayor <https://twitter.com/NYCMayorsOffice>

Contacts: New York Mayor's Office pressoffice@cityhall.nyc.gov 1 212 788 2958

NEW EVENT: Friday, May. 27 11:00 AM Grand opening of Alley Pond Golf Center after \$3 million renovation - Queens Borough Parks Commissioner Dorothy Lewandowski, Bogopa Golf Operations President and CEO Spencer An, Alley Pond Driving Range Inc. Vice President of Golf Operations Andy Suh and New York State Assembly Member Edward Braunstein to celebrate the completion of \$3 million in improvements to the Alley Pond Golf Center

Location: Alley Pond Golf Center, 232-01 Northern Blvd, Queens, NY New York City www.nycgovparks.org <https://twitter.com/nycparks>

Contacts: NYC Parks press office PressOffice@parks.nyc.gov 1 212 360 1311

NEW EVENT: Friday, May. 27 11:15 AM Queens Library president and NYPD Chief Frierson hand library cards to pre-schoolers - Queens Library President and CEO Dennis Walcott and NYPD Chief Galen Frierson hand out free library cards to three classes of pre-kindergarten children

Location: Mobile library in front of Concerned Parents of Jamaica Day Care, 143-04 101st Ave, Queens, NY New York City <http://www.queenslibrary.org/> <https://twitter.com/queenslibrary>

Contacts: Joanne King Queens Library jking@queenslibrary.org 1 718 990 0704

NEW EVENT: Friday, May. 27 12:30 PM Washington Heights seniors and lawmakers gather to save senior center from eviction - Washington Heights seniors and local elected officials stand together outside of outside of ARC XVI Fort Washington Senior Center to call on Christ Church United Methodist to renew the center's lease agreement, which is set to expire 31 Dec 2016 * The groups claim ARC recently received a letter from Christ Church informing them that their lease would not be renewed, and gave no reason why. Attendees include New York State Sen. Adriano Espaillat and New York City Councilman Ydanis Rodriguez

Location: ARC XVI Fort Washington Senior Center, 4111 Broadway, New York, NY New York City <http://www.nysenate.gov/> <https://twitter.com/nysenate>

Contacts: Jake Potent Office of State Sen. Adriano Espaillat jpotent@adrianoespaillat.org 1 917 836 4377

NEW EVENT: Friday, May. 27 1:00 PM New York City Majority Leader Jimmy Van Bramer's public schedule - New York City Majority Leader Jimmy Van Bramer swears in the new Advisory Board of the Woodside Senior Center, Woodside Senior Center: 50-37 Newtown Rd, Woodside, Queens (1:00 PM EDT) and unveils new trash bins on Queens Boulevard with the Department of Sanitation, Queens Boulevard and 44th Street, South West Corner, Sunnyside, Queens (1:30 PM EDT)

Location: New York City council.nyc.gov <https://twitter.com/NYCCouncil>

Contacts: Arielle Swernoff Office of NYC Council Member Jimmy Van Bramer ASwernoff@council.nyc.gov 1 718 383 9566 x 7

NEW EVENT: Friday, May. 27 2:00 PM U.S. Navy and Marine Corps participate in re-enlistment ceremony - Service members from the U.S. Navy and Marine Corps participate in a re-enlistment and promotion ceremony at the National September 11 Memorial, as part of Fleet Week New York

Location: National September 11 Memorial, New York, NY New York City <http://www.fleetweeknewyork.com/fleetweeknewyork/>

Contacts: Fleet Week New York Public Affairs fwnypao@gmail.com 1 212 259 6833

NEW EVENT: Friday, May. 27 4:00 PM New York City Councilman Peter Koo, State Sen. Toby Ann Stavisky and area business owners roll out plans for a cleaner Flushing

Location: 37th Ave and Prince St, Flushing, NY New York City <http://stavisky.com/> <https://twitter.com/tobystavisky>

Contacts: Joe Reubens Friends of Toby Ann Stavisky 1 212 571 7717

NEW EVENT: Friday, May. 27 New York Governor Andrew Cuomo is in the New York City area

Location: New York, NY New York City www.governor.ny.gov/ <https://twitter.com/NYGovCuomo>

Contacts: New York Governor Press Office press.office@exec.ny.gov 1 518 474 8418

UPDATED EVENT: Friday, May. 27 8:30 AM The Common Good Forum and American Spirit Awards - The Common Good Forum, this year themed 'The Future of US: Security & Opportunity', focusing on national security and economic prosperity, the 2016 election campaign, and investment advice. Includes American Spirit Awards, honoring individuals who have 'gone above and beyond to participate in our democracy and help change the world we live in for the better'. Speakers/participants include former CIA Director Gen. (Ret.) David Petraeus, Republican Sen. Lindsey Graham, Hillary For America Chief Strategist Joel Benenson, former ABC's 'Nightline' anchor Ted Koppel, Russia Ambassador to the U.S. Amb. Sergey Kislyak, former Pennsylvania Governor Ed Rendell, former U.S. Ambassador to Afghanistan, to Iraq, to Pakistan, and to Syria Ryan Crocker, former Congressional Budget Office Director Douglas Holtz-Eakin, Humans of New York founder Brandon Stanton, former RNC Chairman Michael Steele, and former State Department Chief Economist Heidi Crebo-Rediker

Location: The University Club, New York, NY New York City www.thecommongood.net
<https://twitter.com/TheCommonGood>

Contacts: Ivy Rook The Common Good 1 212 599 7040

UPDATED EVENT: Friday, May. 27 9:00 AM Democratic strategist Donna Brazile keynotes Medgar Evers College commencement - Medgar Evers College of the City University of New York's 45th annual commencement ceremony, with keynote from political strategist and Democratic National Committee Vice Chair Donna Brazile, who also receives an honorary degree

Location: Barclays Center, 620 Atlantic Ave, New York, NY New York City <http://www.mec.cuny.edu/>
<https://twitter.com/NewsatMedgar>

Contacts: Felicia Lee Medgar Evers College Flee@mec.cuny.edu 1 718 270 5046

UPDATED EVENT: Friday, May. 27 8:00 PM Billy Joel, Time Warner Cable Concert Series

Location: Madison Square Garden, New York, NY New York City <https://twitter.com/billyjoel>

Contacts: Mikyl Cordova Madison Square Garden Entertainment Mikyl.Cordova@thegarden.com 1 212 631 4337
Claire Mercuri Public Relations Claire@clairemercuri.com 1 212 535 7189

Friday, May. 27 7:00 AM 'Citi Concert Series on TODAY' continues with Dierks Bentley

Location: Rockefeller Plaza, New York, NY New York City <http://TODAY.com/ConcertLineup>
<https://twitter.com/todayshow> #DierksTODAY

Contacts: Farrin Jay NBC Farrin.Jay@nbcuni.com 1 212 664 4825

Friday, May. 27 9:15 AM Nasdaq Opening and Closing Bells - AstroNova, Inc President and CEO Gregory Woods rings the Nasdaq Opening Bell, to celebrate its corporate rebranding (9:15 AM EDT) * SEC Practice Group National Partner-in-Charge David Bukzin rings the Closing Bell, to celebrate the Marcum MicroCap Conference taking place in New York City 1-2 Jun (3:45 PM EDT)

Location: Nasdaq MarketSite, 4 Times Square, New York, NY New York City <http://www.nasdaq.com/>
<https://twitter.com/NASDAQOMX>

Contacts: Emily Pan NASDAQ OMX press emily.pan@nasdaq.com 1 646 441 5120

Friday, May. 27 - Monday, May. 30 10:00 AM Intrepid Sea, Air & Space Museum celebrates 'Fleet Week' - Four U.S. Naval Academy Yard Patrol boats opened to the public at Intrepid Sea, Air & Space Museum as part of its annual Fleet Week celebrations. Today includes U.S. Coast Guard Cutter 'Katherine Walker' and four U.S. Naval Academy Yard Patrol boats open for free public tours, as well as live demonstrations, a pop-up planetarium, and Fleet Week-themed Tour Guide Talks. Museum also kicks off its 8th annual Summer Movie Series with a free screening of 'Top Gun' on the flight deck

Location: Intrepid Sea, Air and Space Museum, West 46th St and 12th Ave, New York, NY New York City
<http://www.intrepidmuseum.org> <https://twitter.com/IntrepidMuseum> #FleetWeek2016

Contacts: Nancy Haberman Rubenstein Communications nhaberman@rubenstein.com 1 212 843 8021

Friday, May. 27 10:30 AM DHS Secretary Johnson participates in special naturalization ceremony at Ellis Island - Secretary of Homeland Security Jeh Johnson participates in special naturalization ceremony at Ellis Island for 62 citizenship candidates from 39 countries, held in honor of Memorial Day and as one of 100 naturalization ceremonies held in national parks this year in honor of the National Park Service's 100th anniversary

Location: Ellis Island, New York, NY New York City www.dhs.gov <https://twitter.com/DHSgov>

Contacts: DHS press DHSPressOffice@HQ.DHS.GOV 1 202 282 8010

Credentialed media planning to attend must RSVP to Katie Tichacek at Katherine.Tichacek@uscis.dhs.gov by 6:00 PM EDT on May 26. On the day of the event, media should check in at Theater One by 10:00 AM EDT. It's recommended that media take the 9:10 AM EDT ferry from Battery Park or the 9:15 AM EDT ferry from Liberty State Park

Friday, May. 27 11:30 AM NYC Council Member Ritchie Torres unveils new street sign to honor the late Rev. John C. Flynn - New York City Council Member Ritchie Torres unveils new street sign in the Bronx to honor the late Rev. John C. Flynn, known as the 'People's Priest'

Location: Corner of E 182 St and Grote St, Bronx, NY New York City council.nyc.gov
<https://twitter.com/NYCCouncil>

Contacts: Raymond Rodriguez Office of Councilmember Ritchie Torres rrodriguez@council.nyc.gov 1 646 477 9303

Friday, May. 27 12:30 PM NYC Council Member Grodenchik and Queens Library hold story time and rally for library investment - New York City Council Member Barry Grodenchik and Queens Library President and CEO Dennis Walcott host a story time with the children of the Steinway Community Library followed by an advocacy rally to urge the city to keep investing in libraries

Location: Queens Library at Glen Oaks, 256-04 Union Turnpike, Queens, NY New York City
<http://www.queenslibrary.org/> <https://twitter.com/queenslibrary>

Contacts: Joanne King Queens Library jking@queenslibrary.org 1 718 990 0704

Friday, May. 27 1:00 PM U.N. Security Council discuss Middle East and Syria - United Nations Security Council meeting on the Middle East and Syria, with discussion expected on the ongoing threat posed across the region by the Islamic State group * Iraq continues to suffer from an insurgency by the Islamic State group, while in neighboring Syria - also hit by the insurgency - the U.N. has estimated that the 2011 uprising against President Bashar al-Assad has killed over 250,000 people * Also today, a meeting is held on Somalia, while a report is due on the Organisation for the Prohibition of Chemical Weapons (OPCW), which works to eliminate Syria's stockpile of chemical weapons

Location: United Nations Headquarters, New York, NY New York City <http://www.un.org/Docs/sc/>
https://twitter.com/UN_News_Centre

Contacts: U.N. press inquiries2@un.org 1 212 963 5851

Friday, May. 27 1:00 PM NYC Parks celebrates upcoming beach season with ceremonial event in Rockaway - NYC Parks Commissioner Mitchell Silver, Queens Borough President Melinda Katz, New York State Sens. Joe Addabbo and James Sanders, New York City Council Members Eric Ulrich and Donovan Richards and New York City Comptroller Scott Stringer celebrate the upcoming opening of Rockaway Beach for the swimming season. Event includes Commissioner Silver sharing water safety tips and talking about what's new this year at Rockaway

Location: Rockaway Beach Boardwalk, 94th St Plaza, Queens, NY New York City www.nycgovparks.org
<https://twitter.com/nycparks>

Contacts: NYC Parks press office PressOffice@parks.nyc.gov 1 212 360 1311

Friday, May. 27 - Sunday, May. 29 6:00 PM Lower East Side Festival of the Arts - Theater for the New City host their annual Lower East Side Festival of the Arts

Location: Theater for the New City, New York, NY New York City <http://www.theaterforthenewcity.net>
<https://twitter.com/tncinnyc>

Contacts: Theater for the New City info@theaterforthenewcity.net

Friday, May. 27 7:00 PM 'Good Morning America' Summer Concert Series sponsored by King's Hawaiian continues with Flo Rida

Location: SummerStage, Central Park, New York, NY New York City www.gmaconcerts.com
<https://twitter.com/GMA> #FloRidaOnGMA

Contacts: Alison Bridgman ABC Media Relations Alison.Bridgman@abc.com 1 212 456 1578

Friday, May. 27 - Saturday, Jul. 09 Summerworks festival of theatre in New York - Summerworks Festival 2016, 21st annual series of new plays presented to the public. This year's new plays include Julia Jarcho's 'Every Angel is Brutal', Eric Dufault's 'The Tomb of King Tot', and Ethan Lipton's 'Tumacho'

Location: The Wild Project, 195 E 3rd St, New York, NY New York City www.clubbedthumb.org
<https://twitter.com/ClubbedThumb>

Contacts: Nancy Alligood Matt Ross PR nancy@mattrosspr.com 1 212 756 1248

Friday, May. 27 - Monday, May. 30 LASA2016 XXXIV International Congress of the Latin American Studies Association - LASA2016 XXXIV International Congress of the Latin American Studies Association. Speakers include Deputy Secretary of Homeland Security Alejandro Mayorkas, Cuba Ambassador to the U.S. Amb. Jose Ramon Cabanas, and Cuban Ministry of Foreign Affairs Director General for the United States Josefina Vidal

Location: New York Hilton Midtown, 1335 Avenue of the Americas, New York, NY New York City
<http://lasa.international.pitt.edu/eng/> <https://twitter.com/LASACONGRESS>

Contacts: LASA International Congress lasacong@pitt.edu

Friday, May. 27 - Wednesday, Sep. 07 Laszlo Moholy-Nagy exhibition opens at the Guggenheim - 'Moholy-Nagy: Future Present', first comprehensive retrospective of the work of Laszlo Moholy-Nagy to appear in the U.S. for nearly 50 years. The display examines the artist as a painter, filmmaker and photographer as well as his work as a teacher at the Bauhaus art school in Germany and as the founder of Chicago's Institute of Design. The

show features over 250 collages, drawings, ephemera, sculptures and paintings, many of which have never been shown in the U.S. before

Location: Guggenheim Museum, 1071 Fifth Avenue, New York, NY New York City

<http://www.guggenheim.org/> <https://twitter.com/Guggenheim>

Contacts: Tina Vaz Solomon R. Guggenheim Foundation tvaz@guggenheim.org 1 212 360 4284

###

From: Gulotta, Nick
Sent: Tuesday, June 07, 2016 8:04 PM
To: Gulotta, Nick
Subject: City Hall Updates: Slumlords Targeted, ThriveNYC Progress, Parks Without Borders, & more...
Attachments: HPD Jackson Heights 6-8-16.jpg

Dear community leaders and friends,

Here are few important updates from City Hall. If you have any questions, please do not hesitate to contact me. Also, feel free to forward this information to your networks. Our [parks](#) will have fewer borders...[free Wi-Fi](#), and cheaper rec center memberships for [veterans](#) and those with disabilities...[corrections officers](#) are getting more training... City Hall is taking new actions against [slumlords](#)... [child care centers](#) will be posting report cards... [murders and shootings](#) continue to fall and [NYCHA](#) gets safer...the City's making sure [transgender New Yorkers](#) know their gender-identity rights...the sting of [Muhammad Ali](#) endures...[ThriveNYC](#) is in full swing, and we are investing in [minority- and women-owned businesses](#).

Updates from City Hall:

Parks Without Borders – Eight showcase parks have been selected for facelifts poised to better integrate parkland and neighborhoods by improving opening sight lines, beautifying edges, and adding furnishings to underutilized spaces using Parks Without Borders design principles. The parks are Flushing Meadows Park, Staten Island's Faber Park, Prospect and Fort Greene Parks in Brooklyn, the Bronx's Van Cortlandt and Hugh Grant Circle Parks, and Manhattan's Jackie Robinson and Steward Parks.

Free Wi-Fi Extended, More Charging Stations Coming – Twenty-one parks across the City will continue to have free public Wi-Fi, and 15 parks and beaches will now have mobile charging stations – including, for the first time, David Dinkins Circle and Ederle Terrace in Queens Flushing Meadows Park, Brooklyn's Sunset Park and the LeFrak Center in Prospect Park, and Joyce Kilmer Park in the Bronx. Since the program's launch in 2011, there have been 8.6 million connections to the free network by NYC park visitors and beachgoers.

More Training for Corrections Officers – The Mayor and Department of Correction Commissioner Joseph Ponte have announced that nearly 2,000 new correction officers – 22% of the total force – have completed new training in de-escalation techniques proven to help dramatically reduce conflicts and increase safety in City jails.

Slumlords Targeted – The Mayor and Public Advocate Letitia James announced that the City will cut public assistance rent payments to eight landlords if repairs at 12 buildings that have generated more than 2,000 code violations aren't immediately made. Eighteen hundred New Yorkers live in the buildings, the majority of which are located in Upper Manhattan and the Bronx.

Child Care Center Report Cards – Every one of 2,300 child care centers New York City will soon be forced to publicly post a Child Care Performance Summary Card near its entrance. The report cards will include information on the number of children allowed in care, the number of times the program has been suspended, and the number of health code violations at the facility compared to the citywide average.

Reduced Rec Center Fees – Veterans and those with disabilities will see a reduction in the membership cost at 36 Parks Department recreation centers across the city. The new rate will be \$25 annually, down from as much as \$150. Young adults, students and seniors also receive discounted or free memberships at the recreation centers.

Computer Science for All – Chancellor Carmen Farina announced that more than 200 schools will be adding computer science programming in the upcoming school year. This is the first expansion of the Mayor’s Computer Science for All commitment to bring computer science education to every elementary, middle, and high school by 2025.

ThriveNYC Progress – The Mental Health Council, established by ThriveNYC and led by First Lady Chirlane McCray and Deputy Mayor Richard Buery, has released a 150-day progress report on ThriveNYC’s effort to improve citywide access to mental health and substance misuse services. Since launching the \$850 million roadmap, 29 hospitals have committed to screening all new mothers for maternal depression; more than 2,300 New Yorkers have been trained in mental health first aid, in addition to 2,500 NYPD officers who have received de-escalation training; a multimillion-dollar public awareness ad campaign has launched; 37 school-based mental health clinics have opened; 263 children in foster care have attended workshops on safe, healthy relationships; 1,700 mental health interventions have helped those living in runaway and homeless youth shelters; and more than 1,000 houses of faith participated in a first-ever “Weekend of Faith” centered on care for those struggling with mental health and substance misuse.

Murders, Shootings Both Down in 2016 – Defying a national trend among big cities, murders and shootings continue to fall in New York City in 2016 – with reductions of more than 14% and 22%, respectively, marking historic lows in the CompStat era. Amid a continued reduction of stop-and-frisk use, illegal gun seizures have climbed 20% in the first five months of this year compared to the same period last year.

Bathroom Access Ad Campaign – The Mayor has launched the first-ever city ad campaign targeting transgender New Yorkers’ right to use a bathroom consistent with their gender identity. The ads will appear in subway cars, bus shelters, phone booths, NYC TV, ethnic and community newspapers, and on social media.

Upcoming Events:

- **IDNYC Pop-up location: Assemblyman Michael Miller’s Office**
83-91 Woodhaven Boulevard in Woodhaven
June 6-June 24, 2016 | Mon-Fri: 9:30 am – 5:00 pm
- **Landlord Resource Fair in Jackson Heights (Flyer Attached)**
PS.6.9 at 77-02 37th Avenue
June 8th, 2016 | 7:00- 8:30PM

How You Can Help

- As always, share these links on Twitter and Facebook, and make sure you forward these updates to friends, family and colleagues interested in staying on top of the week’s big news.
- Give us feedback on what additional information you need to keep your community informed and aggressive in its advocacy.

In solidarity,

Nick.

Nick Gulotta
Queens Borough Director
Office of the Mayor, CAU
(212) 788-4282

Do you need a loan for a repairs or improvements? Do you want to reduce energy costs? Do you have property tax questions? Water and sewer bill questions? Code violations that need to be addressed? Then come to our

Landlord Resource Fair

Featuring HPD's new Green Housing Preservation Program and the Neighborhood Helpdesk

**In partnership with the State Senator Jose Peralta,
Council Member Daniel Dromm and CHHAYA CDC**

Meet one-on-one with representatives from NYC government and non-profit agencies to sign up for financing and incentive programs that can help your building

**Wednesday, June 8th, 2016
7:00 - 8:30 PM**

**P.S. 69, Cafeteria, 77-02 37th Avenue,
Jackson Heights, Queens, NY 11372**

Travel directions: The 7, E, F, M, or R train to Roosevelt Avenue-Jackson Heights

HPD offers 30+ podcasts, videos, in-person & on-line classes on subjects such as property management, making homes safer for seniors & babies; managing bed bugs, roaches and rodents; window guards, mold, and more. Visit www.nyc.gov/hpd and click on "Owners", then "Resources", and then "Owner Outreach and Education."



Department of
Housing Preservation
& Development

[facebook/NYCHPD](https://www.facebook.com/NYCHPD)

twitter.com/nychousing

The City of New York
Department of Housing Preservation
and Development
Bill de Blasio, Mayor
Alicia Glen, Deputy Mayor
for Economic Development
and Housing
Vicki Been, Commissioner



chhaya CDC

Sustaining Homes
Strengthening Communities

From: Anderson, Dawnn
Sent: Friday, August 19, 2016 9:07 AM
To: Anderson, Dawnn
Subject: AP Metro Day Schedule for 08-19-16

Key Events:

Friday, Aug. 19 New York Mayor Bill de Blasio is in New York City with no public events scheduled

Location: New York City www.nyc.gov/mayor <https://twitter.com/NYCMayorsOffice>

Contacts: New York Mayor's Office pressoffice@cityhall.nyc.gov 1 212 788 2958

NEW EVENT: Friday, Aug. 19 8:15 AM New York Law School hosts CityLaw Breakfast with NYC Department of Health Commissioner Bassett - New York Law School's CityLaw Breakfast Series returns from a summer break, with a talk by New York City Department of Health and Mental Hygiene Commissioner Dr Mary Bassett, who discusses what the Administration is doing to prevent the spread of the Zika virus in New York City. New York Law School Dean and President Anthony Crowell gives opening remarks

Location: New York Law School, 185 West Broadway at Leonard Street, New York, NY New York City www.nyls.edu <https://twitter.com/nylawschool>

Contacts: Ilyse Fink LAK Public Relations ifink@lakpr.com 1 212 575 4545 Silvia Alvarez NYLS Silvia.Alvarez@nyls.edu 1 212 431 2325

NEW EVENT: Friday, Aug. 19 8:00 AM Activists swipe New Yorkers on the subway to 'expose the NYPD's abusive tactics' - Activists swipe New Yorkers on the subway and hand out literature to 'denounce the police tactic of arresting low-income New Yorkers who enter the subway without paying' * Groups involved include ICE FREE QUEENS, Queens Neighborhoods United, NICE, Police Reform Organizing Project (PROP), The Coalition to End Broken Windows, and Why Accountability

Location: Subway mezzanine at Junction Blvd, Queens, NY New York City

Contacts: TBD

NEW EVENT: Friday, Aug. 19 5:00 PM Family of Wali Camara speak at prayer vigil - Mody Doucoure (brother in law) and Mandou Doucoure (uncle) of the late Wali Camara attend and speak at Community Unity & Solidarity Prayer Vigil sponsored by New York State Assemblyman Jose Rivera, New York City

Councilman Ritchie Torres and State Sen. Gustavo Rivera * Camara was killed by a man who grabbed a police officer's gun from the holster and shot him

Location: 198 St and Valentine Ave, Bronx, NY New York City

Contacts: Rubenstein & Rynecki 1 718 522 1020

(After 10:00 AM meeting with District Attorney Darcel Clark)

NEW EVENT: Friday, Aug. 19 6:00 PM Dem Rep. Yvette Clarke speaks at Brooklyn rally honoring women's right to vote - Woman-Up Brooklyn holds annual walk / rally from Bed Stuy Restoration Corporation to Fulton Park, to honor the ratification of a woman's right to vote and promote female activism in elections and everyday life. Speakers include Democratic Rep. Yvette Clarke, New York City Public Advocate Letitia James, New York State Sen. Velmanette Montgomery and State Assemblywoman Annette Robinson, National Council of Women President Saideh Brown, and New York City Council Member Laurie Cumbo

Location: Fulton Ave and Marcy Ave, New York, NY New York City

Contacts: Woman-Up Brooklyn womanupbk@gmail.com

Metro New York Day Schedule

Friday, August 19, 2016

----- NEW YORK CITY -----

NEW EVENT: Friday, Aug. 19 8:00 AM Activists swipe New Yorkers on the subway to 'expose the NYPD's abusive tactics' - Activists swipe New Yorkers on the subway and hand out literature to 'denounce the police tactic of arresting low-income New Yorkers who enter the subway without paying' * Groups involved include ICE FREE QUEENS, Queens Neighborhoods United, NICE, Police Reform Organizing Project (PROP), The Coalition to End Broken Windows, and Why Accountability

Location: Subway mezzanine at Junction Blvd, Queens, NY New York City

Contacts: TBD

NEW EVENT: Friday, Aug. 19 9:30 AM NYSE Opening and Closing Bells - Headstrong Project's Frank Lesnfsky rings the New York Stock Exchange Opening Bell, and joins Headstrong Project Executive Director Zach Iscol and 'Humans of New York' author Brandon Stanton to celebrate the 'Humans of New York' campaign with U.S. veterans (9:30 AM EDT) * World Wrestling Entertainment Intercontinental Champion The Miz, WWE Superstar Big Show, and WWE Superstar Kane ring the Closing Bell, to highlight SummerSlam at Barclays Center, held 21 Aug (4:00 PM EDT)

Location: NYSE, New York, NY New York City <https://nyse.nyx.com/> <https://twitter.com/NYSE>

Contacts: NYSE media relations media@theice.com 1 770 857 4700

NEW EVENT: Friday, Aug. 19 10:00 AM Memorial prayers for Yankel Rosenbaum - Memorial prayers for Yankel Rosenbaum, who died in 1991 when riots erupted in the Crown Heights neighborhood in Brooklyn

Location: President St and Brooklyn Ave, Crown Heights, Brooklyn, NY New York City

Contacts: TBD

Contact: Isaac Abraham 1 917 407 6491 or Yaacov Behrman 1 917 859 2163

NEW EVENT: Friday, Aug. 19 2:00 PM NYC Public Advocate James' public schedule - New York City Public Advocate Letitia James attends State Senator Gustavo Rivera's Back to School event, Tremont Park, 599 E. Tremont Ave., Bronx (2:00 PM EDT); delivers remarks at the Flushing Chinese Business Association's 26th Presidential Inauguration and Installation of Board Members Reception, Sheraton LaGuardia East Hotel, 135-20 39th Ave., Flushing (3:00 PM EDT); and emcees the Woman Up Brooklyn Rally, Bedford Stuyvesant Restoration Plaza, Fulton St and Marcy Ave., Brooklyn (6:00 PM EDT)

Location: New York, NY New York City <http://pubadvocate.nyc.gov/> <https://twitter.com/TishJames>

Contacts: Anna Brower Public Advocate for the City of New York [press abrower@pubadvocate.nyc.gov](mailto:abrower@pubadvocate.nyc.gov) 1 917 671 8504

NEW EVENT: Friday, Aug. 19 2:30 PM NYC Council Speaker Mark-Viverito's public schedule - New York City Council Speaker Melissa Mark-Viverito tours the Queens Botanical Garden with Council Member Peter Koo, 43-50 Main Street, Queens (2:30 PM EDT) and visits the Hindu Temple Society of North America, 45-57 Bowne Street, Queens (3:45 PM EDT)

Location: New York, NY New York City council.nyc.gov <https://twitter.com/NYCCouncil>

Contacts: Shirley Limongi Council Speaker Office SLimongi@council.nyc.gov 1 212 788 7116

NEW EVENT: Friday, Aug. 19 - Sunday, Aug. 21 3:00 PM Celebrations for inauguration of new Chief Rabbi of International Israelite Board of Rabbis - Black Jewish community members celebrate the inauguration of Rabbi Capers Funnye to his new post as Chief Rabbi of the International Israelite Board of Rabbis. Today's events include a press conference, Hampton Inn, 102-40 Ditmars Blvd, East Elmhurst, Queens (3:00 PM EDT) and a Erev Sabbath Service, Beth Shalom Congregation, 730 Willoughby Ave, Brooklyn (7:00 PM EDT)

Location: New York City <http://www.blackjews.org/>

Contacts: Rabbi Sholomo Levy International Israelite Board of Rabbis rabbilevy@blackjews.org 1 917 860 4470

NEW EVENT: Friday, Aug. 19 3:30 PM NYS Sen. Toby Ann Stavisky and Comptroller DiNapoli discuss campaign ethics and finance - New York State Sen. Toby Ann Stavisky, who is running for reelection, and New York State Comptroller Thomas DiNapoli discuss the 'need for comprehensive ethics and campaign finance reform'

Location: Stavisky Campaign Headquarters, 37-02 Main Street, New York, NY New York City
<http://stavisky.com/>

Contacts: Joe Reubens Stavisky for Senate staviskyforsenate@gmail.com 1 212 571 7717

NEW EVENT: Friday, Aug. 19 5:00 PM Family of Wali Camara speak at prayer vigil - Mody Doucoure (brother in law) and Mandou Doucoure (uncle) of the late Wali Camara attend and speak at Community Unity & Solidarity Prayer Vigil sponsored by New York State Assemblyman Jose Rivera, New York City Councilman Ritchie Torres and State Sen. Gustavo Rivera * Camara was killed by a man who grabbed a police officer's gun from the holster and shot him

Location: 198 St and Valentine Ave, Bronx, NY New York City

Contacts: Rubenstein & Rynecki 1 718 522 1020

(After 10:00 AM meeting with District Attorney Darcel Clark)

NEW EVENT: Friday, Aug. 19 6:00 PM Dem Rep. Yvette Clarke speaks at Brooklyn rally honoring women's right to vote - Woman-Up Brooklyn holds annual walk / rally from Bed Stuy Restoration Corporation to Fulton Park, to honor the ratification of a woman's right to vote and promote female activism in elections and everyday life. Speakers include Democratic Rep. Yvette Clarke, New York City Public Advocate Letitia James, New York State Sen. Velmanette Montgomery and State Assemblywoman Annette Robinson, National Council of Women President Saideh Brown, and New York City Council Member Laurie Cumbo

Location: Fulton Ave and Marcy Ave, New York, NY New York City

Contacts: Woman-Up Brooklyn womanupbk@gmail.com

NEW EVENT: Friday, Aug. 19 New York Mayor Bill de Blasio is in New York City with no public events scheduled

Location: New York City www.nyc.gov/mayor <https://twitter.com/NYCMayorsOffice>

Contacts: New York Mayor's Office pressoffice@cityhall.nyc.gov 1 212 788 2958

NEW EVENT: Friday, Aug. 19 New York Governor Andrew Cuomo is in the New York City area

Location: New York City www.governor.ny.gov/ <https://twitter.com/NYGovCuomo>

Contacts: New York Governor Press Office press.office@exec.ny.gov 1 518 474 8418

UPDATED EVENT: Friday, Aug. 19 11:30 AM Green Party presidential nominee Jill Stein discusses 'Green New Deal' in New York - 2016 Green Party presidential nominee Jill Stein and running mate Ajamu Baraka discuss the 'Green New Deal' - their 'visionary agenda to tackle the interconnected problems of climate change and the economy' - via press conference. They also discuss their participation in the upcoming presidential debates

Location: Holiday Inn Lower East Side, 150 Delancey St, New York, NY New York City www.jill2016.com <https://twitter.com/DrJillStein>

Contacts: Melezia Figueroa Jill Stein 2016 press melfig@jill2016.com 1 323 447 2702

Friday, Aug. 19 7:00 AM 'Good Morning America' Summer Concert Series sponsored by King's Hawaiian continues with Kelsea Ballerini

Location: ABC studios, New York, NY New York City www.gmaconcerts.com <https://twitter.com/GMA#BalleriniOnGMA>

Contacts: Alison Bridgman ABC Media Relations Alison.Bridgman@abc.com 1 212 456 1578

Friday, Aug. 19 8:15 AM New York Law School hosts CityLaw Breakfast with NYC Department of Health Commissioner Bassett - New York Law School's CityLaw Breakfast Series returns from a summer break, with a talk by New York City Department of Health and Mental Hygiene Commissioner Dr Mary Bassett, who discusses what the Administration is doing to prevent the spread of the Zika virus in New York City. New York Law School Dean and President Anthony Crowell gives opening remarks

Location: New York Law School, 185 West Broadway at Leonard Street, New York, NY New York City www.nyls.edu <https://twitter.com/nylawschool>

Contacts: Ilyse Fink LAK Public Relations ifink@lakpr.com 1 212 575 4545 Silvia Alvarez NYLS Silvia.Alvarez@nyls.edu 1 212 431 2325

Friday, Aug. 19 9:15 AM Nasdaq Opening and Closing Bells - Memorial Resource Development Corp CEO Jay C. Graham rings the Nasdaq Opening Bell (9:15 AM EDT) * Pilot-LGA Chief Anthony Moss and JFK Customer Service Agent Nancy Cannataro rings the Closing Bell, in celebration of National Aviation Day (3:45 PM EDT)

Location: Nasdaq MarketSite, 4 Times Square, New York New York City <http://www.nasdaq.com/>
<https://twitter.com/NASDAQOMX>

Contacts: Emily Pan NASDAQ OMX press emily.pan@nasdaq.com 1 646 441 5120

Friday, Aug. 19 10:00 AM Annual Senior Concert hosted by NY officials - Annual Senior Concert, hosted by New York City Council Member Jumaane Williams, State Assemblywoman Helene Weinstein and Brooklyn Borough President Eric Adams

Location: Amersfort Park, East 38th St, Brooklyn, NY New York City council.nyc.gov
<https://twitter.com/NYCCouncil>

Contacts: Farah Louis Office of NYC Council Member Williams flouis@council.nyc.gov 1 718 629 2900

Friday, Aug. 19 11:00 AM NYC Council Member Costa Constantinides announces \$200,000 allocation for cleaning services in Astoria - New York City Council Member Costa Constantinides announces Fiscal Year '17 discretionary funding of \$200,000 for cleaning services throughout Astoria

Location: 31st St between 23rd Ave and Ditmars Blvd, Queens, NY New York City council.nyc.gov
<https://twitter.com/NYCCouncil>

Contacts: Shachar Sharon Office of NYC Council Member Constantinides shacharssharon@gmail.com 1 917 579 1437

Friday, Aug. 19 12:00 PM 'Broadway in the Boros' continues - 'Broadway in the Boros' continues, with a showcase of vignettes performed by cast members from 'Phantom of the Opera' and 'Stomp'

Location: St. Mary's Park, Bronx, NY New York City <http://www1.nyc.gov/site/mome/index.page>
<https://twitter.com/MadeinNY>

Contacts: Connie Ress MOME cress@media.nyc.gov 1 917 648 252

Media Arrival 11:45am *** Please be on time as red carpet arrivals may begin before show

Friday, Aug. 19 1:30 PM Construction begins on first two community parks initiative capital projects in Manhattan - NYC Parks Commissioner Mitchell Silver joins Council Member Rosie Mendez, Assembly Member Alice Cancel, Principal of PS 134 Daniel Kim, and Chair of Community Board 3 Parks Committee Trevor Holland to break ground on the first Manhattan parks to be reconstructed under the Community Parks Initiative, Sol Lain Playground and Henry M. Jackson Playground

Location: Sol Lain Playground, East Broadway, Henry & Montgomery Streets, New York, NY New York City www.nycgovparks.org <https://twitter.com/nycparks>

Contacts: Mario Lopez New York City Department of Parks and Recreation pressoffice@parks.nyc.gov 1 212 360 1311

Friday, Aug. 19 Adam Arkin celebrates 60th birthday - 60th birthday of Adam Arkin, American actor best known for his Emmy-nominated performance on TV series 'Chicago Hope'. His TV work also includes 'Northern Exposure', 'The West Wing' and 'Sons of Anarchy'. He is the son of actor Alan Arkin

Location: New York City

Contacts: TBD

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From: [Pham, Linda](#)
To: [jfdc](#)
Subject: RE: Save the Date: Gracie Mansion Conservancy Benefit, October 17
Date: Monday, September 12, 2016 4:37:00 PM

Good afternoon John Del Cecato,

I hope your week is starting out well. We wanted to follow up with you on your attendance to our **Gracie Mansion Conservancy Benefit Dinner** on Monday, October 17th, 2016. For your convenience please select your tickets and let us know how you like to be listed as in our program directly at <http://www1.nyc.gov/site/gracie/donate/donate.page>.

Thank you so much for your time and generosity in preserving Gracie Mansion.

We look most forward to hearing from you.

Warm Regards,

Linda Pham

The Gracie Mansion Conservancy

181 East End Avenue @ 88th Street

[direct](#) 212-676-3060 | [gracie tours](#)

From: Welsh, Kevin
Sent: Sunday, September 18, 2016 9:46 AM
Subject: Preliminary Morning Press Clips – Sunday, September 18, 2016

Preliminary Morning Press Clips – Sunday, September 18, 2016

Today's Front Pages:

Today's Headlines:

THE NEW YORK TIMES

[Powerful Blast Injures at Least 29 in Manhattan; Second Device Found](#) - Christopher Mele, Al Baker, Michael Barbaro
[Parking Concerns Take a Back Seat in Pursuit of Affordable Housing](#) - Ginia Bellafante
[The Speakeasy Underworld of the Dog Bar](#) - Andy Newman
[Brooklyn Bridge Park's Long Path to Development](#) - Sam Roberts
[After 30 Years, Pete Hamill Returns to Brooklyn](#) - Sam Roberts
[Photographing New York's Streets, Where 'Everything Feels New'](#) - James Estrin
[A Trump Empire Built on Inside Connections and \\$885 Million in Tax Breaks](#) - Charles Bagli
[Hillary Clinton Struggles to Gain Traction in Florida, Despite Spending](#) - Trip Gabriel
[A Chicago Shooting Survivor, but in Need of a Miracle](#) - Mitch Smith
[His Grip Still Secure, Bashar al-Assad Smiles as Syria Burns](#) - Ben Hubbard
[U.S. Admits Airstrike in Syria, Meant to Hit ISIS, Killed Syrian Troops](#) - Anne Barnard, Mark Mazzetti
[Turkey's Islamic Fashion Revolution](#) - Time Arango

THE WALL STREET JOURNAL

['Intentional' Explosion in Chelsea Neighborhood of New York Injures Dozens](#) - Pervaiz Shallwani, Mike Vilensky

NEW YORK DAILY NEWS

[Explosive fireball rattles Chelsea street injuring 29, secondary pressure cooking device found blocks away](#) - Edgar Sandoval, Nicole Hensley, Ginger Adams Otis, Rocco Parascandola, Rich Schapiro
[Family of St. John's grad student slain during J'Ouvert celebrations bids farewell to the 'wonderful soul' at Brooklyn funeral](#) - Laura Dimon, Denis Slattery
[Homeless student enrollment in NYC schools jumps 70% from pre-recession total](#) - Ben Chapman
[EXCLUSIVE: City Council Speaker Melissa Mark-Viverito urged NYCHA to replace black woman at helm of Bronx housing project with a 'Spanish manager'](#) - Greg Smith
[Two cops injured by biker crew under Brooklyn Bridge, one run over by ATV](#) - Chauncey Alcorn, Kevin Downs, Ben Kochman
[Bronx court officials forgive hundreds of low-level arrest warrants](#) - Ben Kochman
[Queens post office worker steals retired cop's wallet containing \\$250 as he drops off mail](#) - Thomas Tracy
[Occupiers fill Zuccotti Park on the fifth anniversary of the protests targeting Wall Street greed](#) - Ellen Moynihan, Denis Slattery

NEW YORK POST

[Dumpster bomb rocks Chelsea, injuring 29; second device found nearby](#) - Tom Wilson, Shawn Cohen, Larry Celona

[The Fine Nine: The city's elite high schools](#) - Susan Edelman

POLITICO NEW YORK

[De Blasio says Chelsea explosion was an 'intentional act'](#)

POLITICO NY - Azi Paybarah

[After week of criticism, de Blasio touts 'moment of progress' in Harlem visit](#)

POLITICO NY - Addy Baird

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Mayor de Blasio in the News:

[Powerful Blast Injures at Least 29 in Manhattan; Second Device Found](#)

NY TIMES - Christopher Mele, Al Baker, Michael Barbaro

A powerful explosion caused by what the authorities believe was a homemade bomb injured at least 29 people on a crowded sidewalk in the bustling Chelsea neighborhood of Manhattan on Saturday night, according to the police.

...Mayor Bill de Blasio called the explosion — which occurred about 8:30 p.m. on West 23rd Street — “an intentional act” but initially said there was no connection to terrorism and no immediate claim of responsibility.

[Parking Concerns Take a Back Seat in Pursuit of Affordable Housing](#)

NY TIMES - Ginia Bellafante

So many development battles in major cities around the world fall into easy narratives (villainy versus virtue, for instance) that we tend to imagine them all possessing moral fault lines that are clearly visible: a set of capitalist savages on one side, and on the other, the marginalized agents of a more noble civic mission. That scenario has proved vulnerable to inconsistency. This year, a group of neighbors inhabiting a patch of the Upper West Side just south of Columbia University began a campaign called Save Manhattan Valley.

...Regulations that date from 1961 zoning laws mandate that a certain number of parking spots be allocated per housing unit. This requirement has obscured the city's vision of creating affordable housing for some time. When the de Blasio administration put together zoning changes, to fulfill its goal of preserving and creating 200,000 units of affordable housing, it hoped to cut back drastically on parking requirements. The initiative was

met with fierce pushback. The administration was able to get rid of the parking requirements for affordable-housing development in much of Manhattan and parts of Brooklyn, but the mandates still exist elsewhere and remain in place for market-rate buildings.

['Intentional' Explosion in Chelsea Neighborhood of New York Injures Dozens](#)

WSJ - Pervaiz Shallwani, Mike Vilensky

An explosion that is being treated by authorities as “an intentional act” rocked a busy Manhattan neighborhood injuring 29 people, many of whom were struck by shattered glass and flying debris from the blast.

...Mayor Bill de Blasio said “early indications say this was an intentional act” but it was too early to say what caused the explosion. There was also “no evidence at this point of a terror connection” but there is a continuing investigation, he added.

[Explosive fireball rattles Chelsea street injuring 29, secondary pressure cooking device found blocks away](#)

DAILY NEWS - Edgar Sandoval, Nicole Hensley, Ginger Adams Otis, Rocco Parascandola, Rich Schapiro

A thunderous explosion rocked a Chelsea street Saturday night — injuring at least 29 people, blasting out windows and sending scores of panicked pedestrians running for their lives, cops and witnesses said. The ground-shaking detonation on W. 23rd St. between Sixth and Seventh Aves. was “an intentional act,” Mayor de Blasio said at the scene, adding that the investigation is in its early stages.

[Family of St. John's grad student slain during J'Ouvert celebrations bids farewell to the 'wonderful soul' at Brooklyn funeral](#)

DAILY NEWS - Laura Dimon, Denis Slattery

Relatives of the 22-year-old grad student gunned down during this month's J'Ouvert celebration said a final goodbye Saturday in Brooklyn.

...Mayor de Blasio promised “significant changes” to the event next year after critics called for it to be cancelled.

[Homeless student enrollment in NYC schools jumps 70% from pre-recession total](#)

DAILY NEWS - Ben Chapman

A whopping 86,694 homeless students are enrolled in city schools — a number that has steadily grown over the past few years, the Daily News has learned.

...City schools Chancellor Carmen Fariña said the de Blasio administration has spent nearly \$30 million on new services for homeless students, including literacy programs inside shelters and additional health care and mental health care services in schools.

[Dumpster bomb rocks Chelsea, injuring 29; second device found nearby](#)

NY POST - Tom Wilson, Shawn Cohen, Larry Celona

A “deafening” explosion rocked Chelsea Saturday night, injuring 29 people, blowing out scores of windows and forcing the evacuation of at least two buildings. The blast went off in a construction Dumpster outside the Townhouse Inn of Chelsea at 131 W. 23d St. Mayor de Blasio called the explosion an “intentional act,” but not believed to be connected to terrorism.

[The Fine Nine: The city's elite high schools](#)

NY POST - Susan Edelman

These public schools accept students who score highest on special entrance exams — and rank among the most elite and high-performing nationwide.

...Controversy at Dante de Blasio's alma mater erupted last school year when the Black Student Union created the hashtag “blackinbrooklyntech” to share complaints of bias and harassment, but the uproar opened a healthy dialogue on racial issues.

[De Blasio says Chelsea explosion was an 'intentional act'](#)

POLITICO NY - Azi Paybarah

Twenty-nine people were injured tonight in a densely packed Chelsea neighborhood by an explosion that Mayor Bill de Blasio described as “an intentional act.” At a press conference in Chelsea, the mayor also said that it was too early to tell whether the explosion was caused by a bomb, and there was “no evidence” yet that it was an act of terrorism.

[After week of criticism, de Blasio touts 'moment of progress' in Harlem visit](#)

POLITICO NY - Addy Baird

In a visit to Harlem on Saturday, after a week of criticism surrounding transparency and overtime pay for police officers, Mayor Bill de Blasio said that a new era of neighborhood policing will dramatically change the relationship between communities and law enforcement.

Agency Mentions:

[The Speakeasy Underworld of the Dog Bar](#)

NY TIMES - Andy Newman

It was a lovely evening for a drink and a dog on the front patio of a Park Slope bar one recent Thursday. ...The imminent demise of New York City’s venerable dog bars was heralded several years ago, after the city began letter-grading restaurants and bars and subjecting them to much closer scrutiny. By all accounts, dog bars have grown less common. But more than a few persist, through resourcefulness or audacity, paying the odd \$350 fine and soldiering on.

[Brooklyn Bridge Park’s Long Path to Development](#)

NY TIMES - Sam Roberts

The redevelopment of the World Trade Center site since 2001 has produced a number of tomes. Lynne B. Sagalyn’s “Power at Ground Zero” is already being hailed as a definitive history and a classic in urban studies. Two new books explore a somewhat less visible site across the East River, focusing on the tortured incubation of Brooklyn Bridge Park, which took even longer to develop but produced a 1.3-mile waterfront gem.

[EXCLUSIVE: City Council Speaker Melissa Mark-Viverito urged NYCHA to replace black woman at helm of Bronx housing project with a ‘Spanish manager’](#)

DAILY NEWS - Greg Smith

City Council Speaker Melissa Mark-Viverito pressured the Housing Authority to remove the black manager of a Bronx housing development and replace her with a “Spanish manager,” former and current NYCHA workers told the Daily News. Officials were so eager to make the Speaker’s wish come true that they turned to the city Department of Investigation to help “find something” on the manager.

[Two cops injured by biker crew under Brooklyn Bridge, one run over by ATV](#)

DAILY NEWS - Chauncey Alcorn, Kevin Downs, Ben Kochman

Two cops were injured Saturday, with one run over by an all-terrain vehicle that peeled away from the downtown Brooklyn scene, police said. The officers were responding on motorized scooters to reports of a crew of bikers riding at Old Fulton and Hicks Sts. in the shadow of the Brooklyn Bridge just before 5:30 p.m. One of the cops fell off his scooter and injured his arm and leg after one of the bikers rode close to him, according to an initial police account.

[Bronx court officials forgive hundreds of low-level arrest warrants](#)

DAILY NEWS - Ben Kochman

Hundreds of open summons arrest warrants were cleared at a forgiveness event run by court officials in the Bronx on Saturday. Over 500 people packed into the Mount Hope Community Center, where 355 warrants hanging over New Yorkers’ heads were erased, officials said. The NYPD issues hundreds of thousands of

summons tickets a year for various low-level offenses, like drinking alcohol in public, according to court officials.

[Queens post office worker steals retired cop's wallet containing \\$250 as he drops off mail](#)

DAILY NEWS - Thomas Tracy

Her next package may be postmarked from prison. A postal employee was arrested for swiping a wallet from a customer at a Queens post office, officials said Saturday. Rhonda Carroll, 28, was charged with grand larceny when she was busted on Thursday for the Sept. 8 theft inside the Flushing Post Office on Northern Blvd. The victim, a retired cop, said he was dropping off some mail when someone swiped his wallet.

[DOT commissioner finds her missing car](#)

NY POST - Aaron Short, Danielle Furfaro

She won't look be looking "Sideways" at Paul Giamatti any more. Department of Transportation Commissioner Polly Trottenberg announced Saturday that the Oscar-nominated actor is blameless in the case of her missing Honda Civic hybrid. After her "beat-up" ride disappeared from Park Slope for two days Trottenberg fingered Giamatti as having a role in the vanishing — because his Showtime hit "Billions" was shooting in her neighborhood last week. Her car, she reasoned, must have been towed to make room for the production crew.

['Cannibal Cop' says he's a hot dish on the dating scene](#)

NY POST - Melkorka Licea

Attention-starved ladies are lining up for love bites from "Cannibal Cop" Gilberto Valle, who claims about 50 women want to jump his bones. The ex-cop with the flesh-eating fantasy fetish received nibbles of interest from female fans on social media almost immediately upon getting out of prison in July 2014, when his conviction for planning to kill, cook and eat women was tossed by a judge.

[NYPD detective slashed in face by madman on 'road to recovery'](#)

NY POST - Jennifer Bain

The detective whose face was sliced forehead-to-chin last week had no fear in confronting the cleaver-swinging madman who likely scarred him for life, the cop's proud brother boasted Saturday. "He took down that guy like a freight train," John O'Donnell said of his brave brother Brian, who is recovering at home.

[Teacher hugged students and told them to call her 'mommy': complaints](#)

NY POST - Dean Balsamini, Susan Edelman

A teacher once disciplined for telling students to "call me mommy" got in trouble at a second school for soliciting hugs. A pupil at MS 267 in Bedford-Stuyvesant claimed Deborah Greenberg frequently embraced her, asked whether the girl loved her and admired her "beautiful eyes," according to a report by schools investigator Richard Condon. A second girl complained Greenberg hugged her and asked if she loved her.

[These high schools let your kid can get a head start on college for free](#)

NY POST - Mary Kay Linge

These rigorous high schools combine a college-prep curriculum and college-level (instead of AP) classes. Students can earn up to two years of college credits or an associate degree — free of charge.

[NYC's top performing arts high schools](#)

NY POST - Susan Edelman

These high schools require auditions for performing arts or portfolios for visual arts.

[The top career and technical schools in NYC](#)

NY POST - Mary Kay Linge

Besides teaching the three "Rs," these Career and Technical Education (CTE) schools can prepare students for a well-paying trades. We highlight four of the best.

[These are the best city schools no one knows about](#)

NY POST - Mary Kay Linge

Some lesser-known schools also shine — including these six recommended by Insideschools, the DOE and The Post.

[These are NYC's charter high schools](#)

NY POST - Mary Kay Linge

Charter schools are taxpayer-funded, but privately run. Free of interference from the city's Department of Education, charters can set their own schedules and try novel classroom practices. Many have extra-long school days, required summer sessions, Saturday classes and added instruction in subjects like science or art.

[How to pick the best NYC high school for your child](#)

NY POST - Mary Kay Linge

Overwhelmed. That's how most middle-schoolers feel when the city Department of Education's telephone book-size High School Directory plops into their hands. With 400-plus schools and 700 programs listed for New York City teens, even parents can panic at the prospect of picking through so many options. Each student can list up to 12 separate schools or special programs.

[The top 40 public high schools in NYC](#)

NY POST - Mary Kay Linge

Local News:

[After 30 Years, Pete Hamill Returns to Brooklyn](#)

NY TIMES - Sam Roberts

As a native Brooklynite, Pete Hamill figures he is entitled to disagree about the borough with his fellow novelist Thomas Wolfe, who lived there for less than a decade during the 1930s. Mr. Hamill, as an expert on his old stamping ground, has already defied Wolfe's cryptic claim that "Only the Dead Know Brooklyn" (Wolfe published that short story just a week before Mr. Hamill was born). Now, Mr. Hamill is challenging Wolfe's posthumous lament that "You Can't Go Home Again."

[Photographing New York's Streets, Where 'Everything Feels New'](#)

NY TIMES - James Estrin

Growing up in Omaha, Andre D. Wagner dreamed of playing professional basketball in New York and becoming the toast of the town. He had the necessary skills but, unfortunately, not the necessary height. He stopped growing at 5 feet 8. But what he lacked in physical stature, he made up for in speed, focus and discipline.

[Occupiers fill Zuccotti Park on the fifth anniversary of the protests targeting Wall Street greed](#)

DAILY NEWS - Ellen Moynihan, Denis Slattery

Barricades once again surrounded Zuccotti Park in lower Manhattan on Saturday as dozens of people commemorated the fifth anniversary of the Occupy Wall Street movement. About 150 demonstrators gathered to remember the 2011 camp-out and weeks-long protest that sparked the Occupy movement against social and economic inequality.

National News:

[A Trump Empire Built on Inside Connections and \\$885 Million in Tax Breaks](#)

NY TIMES - Charles Bagli

The way Donald J. Trump tells it, his first solo project as a real estate developer, the conversion of a faded railroad hotel on 42nd Street into the sleek, 30-story Grand Hyatt, was a triumph from the very beginning. The hotel, Mr. Trump bragged in “Trump: The Art of the Deal,” his 1987 best seller, “was a hit from the first day. Gross operating profits now exceed \$30 million a year.”

[Hillary Clinton Struggles to Gain Traction in Florida, Despite Spending](#)

NY TIMES - Trip Gabriel

Hillary Clinton has vastly outspent Donald J. Trump on TV ads in Florida. Her 57 campaign offices dwarf Mr. Trump’s afterthought of a ground game. And Mr. Trump is deeply unpopular among Hispanics, who account for nearly one in five Florida voters. Despite these advantages, Mrs. Clinton is struggling in the Sunshine State, unable to assemble the coalition that gave Barack Obama two victories here, and offering Mr. Trump a broad opening in a road to the White House that not long ago seemed closed to him. Mr. Trump is pressing down hard to win the state, campaigning in Miami on Friday and in Fort Myers on Monday, after a rally in Pensacola recently.

[A Chicago Shooting Survivor, but in Need of a Miracle](#)

NY TIMES - Mitch Smith

In a spacious room on the fourth floor of a rehabilitation hospital, Stacey Turner talked to her only daughter, Precious Land, as if she could understand every word. She styled Ms. Land’s hair, massaged her hands and set out to paint her fingernails. The only sound was the whirring of a ventilator.

International News:

[His Grip Still Secure, Bashar al-Assad Smiles as Syria Burns](#)

NY TIMES - Ben Hubbard

On the day after his 51st birthday, Bashar al-Assad, the president of Syria, took a victory lap through the dusty streets of a destroyed and empty rebel town that his forces had starved into submission. Smiling, with his shirt open at the collar, he led officials in dark suits past deserted shops and bombed-out buildings before telling a reporter that — despite a cease-fire announced by the United States and Russia — he was committed “to taking back all areas from the terrorists.” When he says terrorists, he means all who oppose him.

[U.S. Admits Airstrike in Syria, Meant to Hit ISIS, Killed Syrian Troops](#)

NY TIMES - Anne Barnard, Mark Mazzetti

The United States acknowledged on Saturday that its warplanes had carried out an airstrike in Syria that resulted in the deaths of Syrian government troops. American military officials said the pilots in the attack, in the eastern province of Deir al-Zour, believed they were targeting the Islamic State. Russia’s defense ministry said the United States attack had killed 62 Syrian troops, wounded 100 more and opened the way for an Islamic State offensive.

[Turkey’s Islamic Fashion Revolution](#)

NY TIMES - Time Arango

The models, tall and lithe and strutting down the runway to the beat of Moroccan-themed house music, are from Russia and Eastern Europe. They could be displaying the latest designer styles in Paris or New York, but instead they are here, in Istanbul, wearing high heels, flowing tunics and colorful head scarves.

###

From: [Fialkoff, Gabrielle](#)
To: [jfdc](#)
Subject: \$20 Million in Private Donations Raised for Mayor de Blasio's Computer Science for All Initiative
Date: Thursday, September 22, 2016 4:22:24 PM
Attachments: [image001.png](#)



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

Dear John --

Today, we are proud to announce that in one year, we have raised \$20 million, trained over 450 teachers, and have expanded Computer Science education to nearly 250 schools as part of Computer Science for All, a landmark ten-year public-private initiative to bring CS education to all 1.1 million NYC public school students.

Please see below for the full release and for more information on CS4All.

Warm regards,
Gabrielle

**\$20 MILLION IN PRIVATE DONATIONS RAISED FOR MAYOR DE BLASIO'S
COMPUTER SCIENCE FOR ALL INITIATIVE**

Program has already reached 246 schools and trained more than 450 teachers

Goal of universal access to computer science education for 1.1 million students ahead of progress

NEW YORK—Mayor Bill de Blasio, Schools Chancellor Carmen Fariña and Gabrielle Fialkoff, Senior Advisor and Director of the Office of Strategic Partnerships, announced today that Mayor de Blasio's Computer Science for All (CS4All) initiative has raised \$20 million in private funding. The fundraising campaign is half-way toward meeting a \$40 million goal that will ultimately be matched in public funding for one of the cornerstones of the Mayor's Equity and Excellence education reforms.

Today, 246 elementary, middle and high schools across the city are participating in CS4All. More than 450 teachers are receiving rigorous training to bring computer science instruction to their schools. CS4All gives students the computational thinking, problem solving and critical thinking skills necessary for college and professional success. Last September, the Mayor announced that the City would be bringing the program to every elementary, middle, and high school by 2025.

“Last year we announced an ambitious plan to bring computer science education to every public school student by 2025 – making New York City the largest school district in the country to do so. Today, we are announcing real strides in completing our goal,” said **Mayor Bill de Blasio**. “The city’s tech industry is growing, yet before Computer Science for All, fewer than five percent of our public school students had even the most basic skills necessary to apply for these jobs. Through this program, we’re laying the groundwork today so that our kids can apply for these jobs tomorrow.”

The initiative is a model for effective public-private partnerships, with the City of New York and the private sector bearing programmatic costs equally. Today the Mayor announced new commitments from: Math for America (MfA); Robin Hood Education and Technology Fund, co-chaired by David Siegel and John Overdeck; Paulson Family Foundation; Alexandria Real Estate Equities, Inc.; the Hutchins Family Foundation; Association for a Better New York and the Rudin Family Foundation; Wachtell, Lipton, Rosen & Katz; Ron Conway, Founder, SV Angel; and Nancy and Alan Schwartz. Founding partners Fred Wilson and CSNYC, Robin Hood and the AOL Charitable Foundation, as well as early investment from AT&T that helped make the initiative possible. Public dollars support the infrastructure and human capital needed to pull off what is the largest effort of its kind. Private dollars support the training of nearly 5,000 teachers over the next ten years. These funds are overseen and administered by the New York City Fund for Public Schools.

“Computer Science for All is a cornerstone of equity and excellence in our public schools – these are the skills our students need to be successful in high school, college, and careers in the 21st century,” said **Schools Chancellor Carmen Fariña**. “This isn’t just for particular students from particular backgrounds; learning how to think critically and computationally, and how to create with technology, must be for all students. I thank our private partners for recognizing the importance of this initiative and for their investment.”

“The Mayor’s vision for New York City schools will put a new generation on the path toward success,” said **Gabrielle Fialkoff, Senior Advisor to the Mayor and Director of the Office of Strategic Partnerships**. “Through this landmark public-private partnership, we will level the playing field for every student in every borough. Computer Science for All is an investment in creating opportunities for all of our young people, particularly in a global economy where technology is integral to every industry.”

Through the implementation of this ten-year initiative, New York City will be the largest school district in the country to provide computer science education to all students, particularly populations underrepresented in tech including girls, African-American and Latino students and students from low-income families. Most students in public schools traditionally either lack access to computer science or gain these skills too late. Early and widespread exposure to computer science is key to breaking down gender and racial

barriers, leading to greater diversity and equality in the tech sector and relevant industries. The initiative promotes critical skills like thinking creatively, working as a team, and interacting with technology, as well as technical skills that will power the 21st century economy.

Computer science education at the scale of New York City's public school system, encompassing 1.1 million students, will allow a new generation to be active creators of technology. By expanding access to computer science throughout NYC public schools, CS4All will also promote the cultivation of local and diverse talent for the City's own workforce, including technology, and have a ripple effect across the country, where only a quarter of professional computing jobs are held by women and less than ten percent are held by African-Americans and Latinos.

Of the 246 schools participating in Computer Science for All programs, 98 are offering full-year courses or multi-year sequences including AP Computer Science Principles, the Software Engineering Program (SEP) and the SEP Jr. program for elementary schools. Teachers from the remaining schools have participated in the "CS Track" of the Department of Education's STEM Institute and received intensive training to implement rigorous, hands-on CS lessons and units in their schools. Through teachers' participation in these programs, students in elementary, middle and high school will learn the fundamentals of computer science, such as coding, robotics and web design.

By 2025, all New York City public school students will receive at least one meaningful, high-quality computer science unit or course at each school level: elementary, middle, and high school. The centerpiece of the initiative is the training of nearly 5,000 teachers who will, by year ten, bring computer science to more than 245,000 students each year.

Importantly, many of these students will be prepared to fill the 200,000 additional technology jobs that New York City's employers will create over the next decade while *all* graduates will be equipped with soft skills needed to successfully navigate the 21st century economy. Together, the Equity and Excellence initiatives will support progress across all schools so that, by 2026, 80 percent of students graduate high school on time, two-thirds of graduates are college ready and all students are reading on grade level by the end of 2nd grade. More information on Equity and Excellence is available [online](#).

"I am very gratified to see so many leaders of the private sector in NYC get behind CS4All. This is the kind of transformational effort that requires the support of both government and the private sector. Together we are making sure that all of our students in NYC are trained in the skills that they need to be successful in the private sector and really any sector. So it makes sense that everyone is coming together to support this work," said **Fred Wilson, Founder and Chairman of CSNYC Partner and Union Square Ventures.**

"Computer Science is a spectacularly rich and beautiful subject, closely connected to mathematics and science, and nowadays to everyday life as well," said **John Ewing, MfA President.** "MfA's one thousand math and science teachers are enthusiastic about the computer science initiative, and many are already involved. We are delighted to support an effort at the frontiers of education – one that offers exciting opportunities not only for students but for teachers as well."

“CS4ALL is about helping our students develop the necessary skills and competencies to be successful in the 21st century. Access to high-quality computer science education will increase the demand for our city’s students in higher education and in the job market,” said **John Paulson, President of Paulson and Co. Inc.**

“We are incredibly pleased to support the City’s commitment to providing computer science and technology skills to a new generation of innovative thinkers,” said **Joel S. Marcus, Chairman, CEO and Founder of Alexandria Real Estate Equities, Inc.** “As the leading provider of science and technology campuses, and the developer of the City’s first and only world-class science and technology campus in Manhattan, Alexandria feels strongly about creating the knowledge workforce of the future and supporting the recruitment of highly skilled talent for our tenants who work day-in and day-out to treat, cure, and manage disease.”

“Just as accounting is the language of business and calculus is the language of physics, computer science is the language of innovation. The vision of Computer Science for All to teach teachers is a uniquely powerful means to equip the students of New York City to participate and prosper in the innovation economy of the future. The Hutchins Family Foundation is pleased to be able to play a part in this invaluable initiative.” **Debbie and Glenn Hutchins, co-Founders of the Hutchins Family Foundation.**

“CS4All is the largest public sector effort to educate our children in computer science and to match their skills with the needs and the opportunities of tomorrow,” said **William C. Rudin, Chairman of the Association for a Better New York.** “The May and Samuel Rudin Family Foundation and the ABNY Foundation are proud to be supporters of Mayor de Blasio and the New York City Department of Education in taking on bold initiatives for our children and for the future of our city.”

“Wachtell Lipton has been proud to join with leaders in every sector of our city to support CS4All. Its progress in just the first year, and its transformative vision for the years to come, will make a powerful difference in the lives of children across this city who will be given the opportunity to learn, and ultimately themselves to lead, in a critical business sector and in an indispensable language of the future,” said **Kevin S. Schwartz, Partner at Wachtell, Lipton and Rosen & Katz.**

“CS4All is an initiative that I hope spreads across the country fast, including Silicon Valley! Computer science is a ‘basic’ goal for all students now, and the sooner we make the curriculum available to all, the better,” said **Ron Conway, Founder of SV Angel.**

“As a founding partner of CS4All, Robin Hood is proud of what has been accomplished in just a year. With professional development opportunities for hundreds of teachers and schools, this was a strong start to what is already an important initiative. We all share a commitment that all of New York City’s students should be graduating from high school having received a strong education and with the skills and tools they need to succeed,” **Reynold Levy, President of Robin Hood.**

“We know that many young people miss out on careers in technology, because they just don’t have the chance to uncover their passion for it,” said **Sara Link, President of the AOL Charitable Foundation.** “By giving NYC students from all backgrounds the exposure to computer science, they are gaining skills and experiences they will need to

achieve success in their academic careers and beyond in our tech-enabled world. The AOL Charitable Foundation is proud to support this groundbreaking program alongside CSNYC, Robin Hood, the DOE and other leading partners to make a real difference in the lives of NYC students.”

"Tech jobs are growing faster than any other sector, and yet we do not have enough skilled workers to fill them. CS4All ensures that the next generation of New Yorkers will be fully prepared for the jobs of the future," said **Kathryn S. Wylde, President and CEO of the Partnership for New York City**.

“We often say that genius is evenly distributed across zip codes, but opportunity is not. This is particularly true when it comes to access to Computer Science education – skills that are increasingly critical to the well-paying jobs of the future,” said **Mitch Kapor, tech pioneer and partner at Kapor Capital**. “We’ve seen in Oakland that these types of public-private partnerships can help tap the genius that is often overlooked in underrepresented students, and we are enthusiastic supporters of New York’s CS4ALL efforts.”

"More than at any time in our history, it is critical for companies like AT&T to invest in developing a diverse talent pipeline, providing our young people with the skills that they need to succeed and that will help our society prosper. That’s why AT&T is so proud to be a longtime supporter of STEM education in New York City, starting with our investment in the Software Engineering Pilot program that laid the groundwork for Computer Science for All,” said **Marissa Shorenstein, New York State President of AT&T**. "We are thrilled to watch our commitment come to life in more than 250 schools during just the first year of this initiative, and we look forward to seeing hundreds more following suit next year.”

"As a partner in this effort, we applaud the work of NYC schools to expand access to computer science for all students, especially for underrepresented minorities. It's inspiring to see educators rise up to bring this opportunity to classrooms and to students who would otherwise be left behind,” said **Hadi Partovi, Founder of [Code.org](https://code.org)**.

“Facebook applauds Mayor de Blasio’s important effort to provide all 1.1 million New York City public school children access to a computer science education. By equipping every single student with the skills and knowledge to compete in today’s economy, Computer Science for All will help create a new generation of talented, creative leaders,” said **Will Castleberry, Vice President of State and Local Policy of Facebook**.

"Accenture is delighted to support New York City’s Computer Science For All initiative – which has the potential to fundamentally change the future of the tech industry through its scale and scope,” said **Lynn McMahon, New York Metro Managing Director of Accenture**. “Technology is changing the workplace in many ways, and we are committed to helping the next generation build skills that will help them succeed in the digital economy.”

“Computer Science for All demonstrates the power of public private partnerships,” said **Sarah Geisheimer, Executive Director of the Fund for Public Schools**. “With commitments from the City and private funders we are able to move quickly to ensure that every single NYC student has access to an education that will equip them with the skills to

succeed in the future. We are grateful for this partnership and the investments that will create opportunities for all our students.”

“New York's CS4All initiative is an essential program for preparing students to live and work in a world where technologies are increasingly pervasive. The New York Hall of Science is proud to stand as a partner with the Department of Education to help give New York City students every advantage in acquiring the skills and knowledge that will enable them to play an active role in shaping the future of technology,” said **Margaret Honey, President and CEO of the New York Hall of Science.**

"I congratulate Mayor de Blasio's ambitious effort to integrate computer science as a new subject matter into the public schools in New York. In this digital era it is more critical than ever before for every student in our city to have exposure to the fundamentals of computers. I am thrilled to support the work of this initiative,” said **Eliot Horowitz, Chief Technology Officer and co-Founder at MongoDB.**

"Code/Interactive is proud to partner with the NYC Department of Education to develop computer science programs in schools across the city. We trained over 100 computer science teachers this summer through the NYC Department of Education's STEM Institute, Exploring Computer Science professional development, and [Code.org](https://code.org)'s AP Computer Science Principles course. Our work with students, teachers, and schools would not be possible without support and leadership from the Mayor's Office and the NYC Department of Education," said **Michael Denton, Executive Director of Code/Interactive.**

“By integrating computer science into existing math classes through our introductory course, schools across NYC have been able to introduce computer science to their entire student body – without having to create a dedicated class. We’re proud to continue our work with thousands of students across NYC,” said **Emmanuel Schanzer, Founder of Bootstrap.**

“The K-5 teachers in our workshop at the STEM Institute have been amazing. It's exciting to see educators at different points in their careers designing and coding their own robots and lessons to bring back to their classrooms. At only a couple weeks into the New Year, our early ed teachers are already starting to introduce robotics and coding into their classrooms, integrating their new skills and knowledge with their regular lessons and classroom activities. This level of buy-in and integration is paramount to the success of computer science education, and we're thrilled to be working with the NYC Department of Education to help teachers channel this enthusiasm into high quality and engaging lessons,” said **Gaelen Hadlett, co-Director of Sunset Spark.**

“Computer Science for All is enabling our students to become better thinkers, problem-solvers, and builders of ideas and technology – as opposed to just consumers. It’s thrilling to see our educators expanding their toolbox, as they collaborate across the city to bring innovative lessons to their classrooms. Our partners are essential in making all of this possible, and we will continue to work hand-in-hand to achieve equity and excellence for all students,” said **Phil Weinberg, Deputy Chancellor for Teaching and Learning.**

“We are excited to partner with nearly 5,000 innovative, committed and creative teachers and their administrators to bring computer science to all NYC students. The 450-plus teachers we’ve worked with have shown tremendous dedication to learning new content,

embracing their students' and their own creativity, and expanding opportunities for all students," said **Debbie Marcus, Executive Director of Computer Science for the New York City Department of Education**.

"We recognize that all children, regardless of socioeconomic status or background, need to have access to the computer science skills that will help them to thrive in the marketplace and we applaud City leaders for taking the necessary action to make this a reality for students across New York" said **Leecia Eve, Vice President of New York State Government Affairs at Verizon**. "Programs like these are vital to our communities and mirror our commitment to providing equal access to technology and STEM education for underserved students. And in the spirit of this mission, through the White House ConnectEd program, we are proud to donate tablets and Internet access for students, along with professional development for the teachers through Verizon Innovative Learning to three City schools. The work being done in NYC is a model example of what we need to see nationwide."

"Classroom teachers are essential allies in democratizing access to computing education – and I admire CS4All's strong commitment to supporting teachers as part of this initiative. Our research team has been delighted to support NYC teachers through professional development events, curriculum, and building connections to an international community of educators who are passionate about computing as a creative medium," said **Karen Brennan, Associate Professor and Director of the Creative Computing Lab at the Harvard Graduate School of Education**.

"CS4All is an important step in expanding access for girls, who have been left behind in computer science education. As we continue to grow CS4All in New York City, we look forward to seeing more public and private investment to ensure that we're meeting the needs of girls and other underrepresented minorities," said **Reshma Saujani, Founder and CEO of Girls Who Code**.

"New York City is moving towards computer science being considered a core subject, as necessary as history and literature for our students' success. By working together, we are helping more students gain critical skills and be better prepared for the careers and demands of an information economy," said **Michael Mulgrew, President of the United Federation of Teachers**.

"Technology and computer literacy has quickly become an integral part of the 21st century workforce, and our schools must adapt quickly to teach our students the skills they need to succeed in college and to get good paying jobs. That's why I am a strong supporter of STEM initiatives and computer science programs to close the digital gap that disproportionately affects low income students and students of color," said **Congressman José E. Serrano**. "I applaud Mayor de Blasio's leadership on this issue and for making the right investments to make sure all our kids have the best opportunity to thrive in life."

Council Member Daniel Dromm, Chair of the New York City Council Committee on Education said, "These donations are equipping our students with skills that will benefit them their entire lives. Computer science education teaches students to think creatively and strategically. Those who wish to major in computer science in college will be better prepared for this course of study. I am pleased that the Administration is prioritizing Computer Science for All and will continue to work with them to further expand this

initiative."

"Computer science is the cornerstone of the modern economy and therefore should be a major component of our education curriculum," said **Council Member James Vacca, Chair of the New York City Council Committee on Technology**. "CS4All is a great leap towards providing computer science training for all of our students. I'm pleased that we've reached this important funding benchmark and look forward to the full implementation of the initiative. I applaud Mayor de Blasio, Chancellor Fariña and Director Fialkoff for their commitment to this cause."

"New York's fastest growing business sector is the tech industry, only second in the country to Silicon Valley and accounting for over 300,000 new jobs with median salaries of \$100,000. Computer science is no longer a niche discipline as the subject has become an integral part of nearly every aspect of our lives, and it's time our classrooms caught up with that trend. 21st century schools should have 21st century curricula, and we owe it to the 1.1 million NYC public school students to prepare them for the 21st century job market," said **Council Member Mark Levine**. "We've taken a big step forward by adding computer science curricula to over 246 schools. I applaud the Mayor for his CS4ALL campaign, and look forward to seeing the positive effects it will have in the years to come."

About the Fund for Public Schools

The Fund for Public Schools (FPS) is a nonprofit partner to the NYC Department of Education, building public-private partnerships to strengthen our city's public schools and create opportunities for its 1.1 million students. The Fund secures private dollars for critical system-wide education initiatives, develops partnerships, and encourages broad public engagement both in our schools and in the lives of our students.

###



From: [Fialkoff, Gabrielle](#)
To: [jfdc](#)
Subject: ICYMI: In New York, an Explosion of Partnerships Between Philanthropy and Government
Date: Monday, October 17, 2016 3:37:41 PM
Attachments: [image001.png](#)



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

Inside Philanthropy

Wednesday, October 12, 2016

**In New York, an Explosion of Partnerships Between
Philanthropy and Government**

Alyssa Ochs



Credit: Momos via Wikimedia Commons (CC BY-SA 3.0)

Mayoral funds represent an interesting development in local philanthropy, and not one without controversy. In the recent past, we've written about the Mayor's Fund for Los Angeles and the Mayor's Fund to Advance New York City, which are both public-private efforts aimed at mobilizing extra resources—from foundations, corporations, and major individual donors—to address challenges in those cities.

But in New York City, there's another entity that's linked to the mayor connected with philanthropy and is all about strengthening new types of partnerships for the good of the city. It's called the NYC Mayor's Office of Strategic Partnerships, and it's at the nexus of a rapidly expanding set of initiatives bringing together philanthropic funders and city agencies, touching on multiple areas of life in the city.

Before saying more about this effort, it's worth noting that partnerships between government and philanthropy have really blossomed at the national level under the Obama administration. The White House Office of Social Innovation and Civic Participation has been at the center of this action. The administration's best-known effort to work with philanthropy, My Brother's Keeper, boosts boys and young men of color. But there have been other initiatives, too, including one focused on young women of color, as we've reported.

So what's happening along these lines in New York?

Well, a few weeks ago, Mayor de Blasio [announced](#) the success of Computer Science for All, or CS4All, one of the top initiatives of his Office of Strategic Partnerships. The aim of this effort is to bring computer science education to 1.1 million public school kids. Right now, 95 percent of students in New York—who are mostly low-income kids of color—don't have access to CS education.

A key to CS4All has been rallying private funders to pitch in, and over the past year, many have stepped up, donating an impressive \$20 million. As you would hope, the tech community has gotten behind CS4All, and founding partners including the venture capitalist Fred Wilson, the AOL

Charitable Foundation and AT&T. Also, as you'd expect, the Robin Hood Foundation has been involved from the start. Meanwhile, new commitments have come in from the Paulson Family Foundation, Math for America, the Rudin Family Foundation and several other funders.

This strong philanthropic support in New York for computer science education comes amid a flurry of funder-backed initiatives around the U.S. to teach kids to code and bolster tech skills overall. Quite a bit of this work is focused on bringing more diversity to the STEM field by engaging girls and young people of color.

These efforts draw in a diverse array of funders and stakeholders because they advance several goals at once, including promoting equity, meeting future employer needs, and strengthening local economies.

“The city’s tech industry is growing, yet before Computer Science for All, fewer than 5 percent of our public school students had even the most basic skills necessary to apply for these jobs,” Mayor de Blasio said. “Through this program, we’re laying the groundwork today so that our kids can apply for these jobs tomorrow.”

CS4ALL has already reached 246 schools and trained more than 450 teachers, and interestingly, the City of New York and the private sector are bearing costs of the program equally.

But there’s much more to NYC’s Office of Strategic Partnerships (OSP) than just this one relevant and timely program. It’s a new division that Mayor de Blasio created to mobilize philanthropic support behind a range of efforts to address inequities in the city. It was also designed to oversee the various funds set up to support city programs, namely the [Mayor’s Fund](#), [Fund for Public Health](#), and [Fund for Public Schools](#).

[Gabrielle Fialkoff](#) has been the woman in charge of this ambitious effort since March 2014. As senior advisor to the Mayor of New York City and the director of OSP, she oversees the activities of these and other city-affiliated nonprofits. The Fund for Public Housing and the Gracie Mansion Conservancy are also on this list.

As well, the Office of Strategic Partnerships recently launched a brand new initiative called [Building Healthy Communities](#) (BHC), so this is another effort to keep an eye on around town. The goal is to improve health outcomes in 12 underserved neighborhoods, and this public-private partnership encompasses things like physical activity, access to healthy food, and public safety in communities notorious for poverty.

The leaders at work on BHC are OSP and the Fund for Public Health, which is doing the grants management and ongoing fundraising. Current funding is coming from the following sources, several of which we cover regularly here at IP: Unilever North America, the Laurie M. Tisch Illumination Fund, New York State Health Foundation, Target, Aetna Foundation, Astoria Energy, Empire Blue Cross Blue Shield HealthPlus, the New York Community Trust, the Durst Organization, Merck Family Fund, Pure Edge, Inc. Success Through Focus, KaBOOM!, New York City FC, the U.S. Soccer Foundation, and Adidas. So far, this effort has at least \$12 million to work with.

The neighborhoods of East Harlem, Brownsville, Canarsie, Mott Haven, Hunts Point, Morrisania, Bedford-Stuyvesant, Central Harlem, Corona, Flushing, Mariners Harbor, and Stapleton were chosen to be part of BHC because of their lack of parks and access to safe public spaces and healthy foods.

There’s so much inter-agency collaboration involved in this effort that it can be difficult to wrap your head around it all at times. For example, BHC funds are paying for five urban farms at developments of the New York City Housing Authority, the building of 50 new soccer fields is underway with the US Soccer Foundation, and BHC is working with the Department of Transportation to improve public

walking paths and signage. Check out this [press release](#) for full details.

Although it's not what we think of as a traditional philanthropic funder, OSP is definitely an entity to watch and get involved with, given its connectedness and impressive influence. NYN Media's [interview](#) with Fialkoff is worth a read to get a sense of her perspective, and the Office of the Mayor's [news page](#) is a good way to keep up with what these partnerships are doing.



From: Welsh, Kevin
Sent: Thursday, October 20, 2016 10:21 AM
Subject: AP Metro Day Schedule 10-20-16

Key events:

NEW EVENT: Thursday, Oct. 20 7:10 AM New York Mayor de Blasio's public schedule - New York Mayor Bill de Blasio appears live on CNN (7:10 AM EDT); delivers remarks at NYPD Memorial Ceremony, 385 South End Ave, New York (11:00 AM EDT); delivers brief comments at the Port Authority of New York and New Jersey Meeting of Commissioners and Board Committee in support of fair wages and benefits for airport workers, with Democratic New Jersey gubernatorial candidate Phil Murphy, 4 World Trade Center, 150 Greenwich St, New York (12:30 PM EDT); delivers remarks at the memorial ceremony and plaque unveiling for Detective Randolph Holder, PSA 5, East 123rd Street between 2nd Ave and 3rd Ave, New York (3:00 PM EDT)

Location: New York, NY New York City www.nyc.gov/mayor <https://twitter.com/NYCMayorsOffice>

Contacts: New York Mayor's Office pressoffice@cityhall.nyc.gov 1 212 788 2958

NEW EVENT: Thursday, Oct. 20 8:30 AM NYC Public Advocate James' public schedule - New York City Public Advocate Letita James hosts 'She Stands: A Call to Action' A Forum on Women's Social and Economic Empowerment, NYU Law School, 108 W. 3rd Street, New York (8:30 AM EDT); delivers remarks at AARP's 'Countdown: New York City's Vanishing Middle Class', The Benjamin Hotel, 125 E. 50th Street, New York (6:00 PM EDT); and attends the 71st Alfred E. Smith Foundation Dinner, Waldorf Astoria, 301 Park Ave, New York (6:30 PM EDT)

Location: New York, NY New York City <http://pubadvocate.nyc.gov/> <https://twitter.com/TishJames>

Contacts: Anna Brower Public Advocate for the City of New York pressabrower@pubadvocate.nyc.gov 1 917 671 8504

NEW EVENT: Thursday, Oct. 20 9:15 AM Manhattan BP Brewer's public schedule - Manhattan Borough President Gale Brewer speaks at Religious Institutions Conference, The Interchurch Center, 475 Riverside Dr., New York (9:15 AM EDT); attends Boys & Girls Club of Harlem P.S. 186 redevelopment ribbon-cutting ceremony, 521 West 145th Street, New York (10:30 AM EDT); and later attends the Alfred E. Smith Memorial Foundation Dinner, Waldorf Astoria, 301 Park Ave, New York (6:30 PM EDT)

Location: New York, NY New York City <http://manhattanbp.nyc.gov/> <https://twitter.com/galeabrewer>

Contacts: Andrew Goldston Manhattan Borough President Press Secretary agoldston@manhattanbp.nyc.gov 1 212 669 3539 1 917 960 1187

NEW EVENT: Thursday, Oct. 20 11:00 AM NYPD Police Commissioner O'Neill's public schedule - NYPD Police Commissioner James O'Neill joins New York Mayor de Blasio to deliver remarks at Battery Park Police Memorial Wall ceremony, 385 South End Ave, New York (11:00 AM EDT); and at a memorial ceremony and plaque unveiling for Detective Randolph Holder, PSA 5, East 123rd Street between 2nd Ave and 3rd Ave, New York (3:00 PM EDT)

Location: New York, NY New York City <http://www.nyc.gov/html/nypd/> <https://twitter.com/NYPDnews>

Contacts: NYPD office of the Deputy Commissioner, Public Information DCPI@nypd.org 1 646 610 6700

NEW EVENT: Thursday, Oct. 20 11:00 AM NYC Council Speaker Mark-Viverito's public schedule - New York City Council Speaker Melissa Mark-Viverito speaks at the Edible Schoolyard NYC East Harlem Rooftop Garden Greenhouse ribbon cutting, Public School/Middle School 7, Global Tech Prep, 160 East 120th Street, New York (11:00 AM EDT); and later attends the 71st Annual Alfred E. Smith Memorial Foundation Dinner, Waldorf Astoria, 301 Park Ave, New York (6:00 PM EDT)

Location: New York, NY New York City council.nyc.gov <https://twitter.com/NYCCouncil>

Contacts: Shirley Limongi Council Speaker Office SLimongi@council.nyc.gov 1 212 788 7116

NEW EVENT: Thursday, Oct. 20 12:00 PM Bronx prayer vigil outside the home of Deborah Danner - New York State Sen. Rev. Ruben Diaz and the New York Hispanic Clergy Organization hold prayer vigil outside the home of Deborah Danner - a mentally ill 66-year-old woman who was fatally shot by a NYPD police officer who was allegedly brandishing a baseball bat * Event followed by press conference

Location: 630 Pugsley Ave, New York, NY New York City <http://www.nysenate.gov/> <https://twitter.com/nysenate>

Contacts: Office of Sen. Ruben Diaz 1 718 991 3161

NEW EVENT: Thursday, Oct. 20 New York Governor Andrew Cuomo is in New York City

Location: New York City www.governor.ny.gov/ <https://twitter.com/NYGovCuomo>

Contacts: New York Governor Press Office press.office@exec.ny.gov 1 518 474 8418

Thursday, Oct. 20 8:00 AM ABNY Power Breakfast with Women in Need CEO Christine Quinn - Association for a Better New York (ABNY) holds Power Breakfast with Women in Need (Win) President and CEO Christine Quinn, who presents the findings and proposals of the Win-produced white paper the 'Forgotten Face of Homeless'

Location: Hilton New York, 1335 Avenue of the Americas, New York, NY New York City www.abny.org
<https://twitter.com/ABetterNY>

Contacts: Ryan Carbain Rubenstein Communications RCarbain@Rubenstein.com 1 212 843 8492

8:00 a.m. coffee followed by program 8:30 a.m. to 9:30 a.m. in the Mercury Ballroom

Thursday, Oct. 20 Donald Trump and Hillary Clinton keynote Alfred E. Smith Memorial Foundation Dinner in New York - 71st annual Alfred E. Smith Memorial Foundation Dinner in New York, with keynote speakers 2016 Democratic presidential nominee Hillary Clinton and Republican nominee Donald Trump * Alfred E. Smith Memorial Foundation aims to 'bring hope to the neediest children of the Archdiocese of New York, regardless of race, creed, or color'

Location: Waldorf Astoria New York, 301 Park Ave, New York, NY New York City
<http://www.alsmithfoundation.org/>

Contacts: Joseph Zwilling Archdiocese of New York press joseph.zwilling@archny.org 1 646 794 2997

AP Metro Schedule

Thursday, October 20

----- NEW YORK CITY -----

NEW EVENT: Thursday, Oct. 20 7:10 AM New York Mayor de Blasio's public schedule - New York Mayor Bill de Blasio appears live on CNN (7:10 AM EDT); delivers remarks at NYPD Memorial Ceremony, 385 South End Ave, New York (11:00 AM EDT); delivers brief comments at the Port Authority of New York and New Jersey Meeting of Commissioners and Board Committee in support of fair wages and benefits for airport workers, with Democratic New Jersey gubernatorial candidate Phil Murphy, 4 World Trade Center, 150 Greenwich St, New York (12:30 PM EDT); delivers remarks at the memorial ceremony and plaque unveiling for Detective Randolph Holder, PSA 5, East 123rd Street between 2nd Ave and 3rd Ave, New York (3:00 PM EDT)

Location: New York, NY New York City www.nyc.gov/mayor <https://twitter.com/NYCMayorsOffice>

Contacts: New York Mayor's Office pressoffice@cityhall.nyc.gov 1 212 788 2958

NEW EVENT: Thursday, Oct. 20 8:30 AM NYC Public Advocate James' public schedule - New York City Public Advocate Letita James hosts 'She Stands: A Call to Action' A Forum on Women's Social and Economic Empowerment, NYU Law School, 108 W. 3rd Street, New York (8:30 AM EDT); delivers remarks at AARP's 'Countdown: New York City's Vanishing Middle Class', The Benjamin Hotel, 125 E. 50th Street, New York (6:00 PM EDT); and attends the 71st Alfred E. Smith Foundation Dinner, Waldorf Astoria, 301 Park Ave, New York (6:30 PM EDT)

Location: New York, NY New York City <http://pubadvocate.nyc.gov/> <https://twitter.com/TishJames>

Contacts: Anna Brower Public Advocate for the City of New York press.abrower@pubadvocate.nyc.gov 1 917 671 8504

NEW EVENT: Thursday, Oct. 20 9:15 AM Manhattan BP Brewer's public schedule - Manhattan Borough President Gale Brewer speaks at Religious Institutions Conference, The Interchurch Center, 475 Riverside Dr., New York (9:15 AM EDT); attends Boys & Girls Club of Harlem P.S. 186 redevelopment ribbon-cutting ceremony, 521 West 145th Street, New York (10:30 AM EDT); and later attends the Alfred E. Smith Memorial Foundation Dinner, Waldorf Astoria, 301 Park Ave, New York (6:30 PM EDT)

Location: New York, NY New York City <http://manhattanbp.nyc.gov/> <https://twitter.com/galeabrewer>

Contacts: Andrew Goldston Manhattan Borough President Press Secretary agoldston@manhattanbp.nyc.gov 1 212 669 3539 1 917 960 1187

NEW EVENT: Thursday, Oct. 20 9:30 AM NYSE Opening and Closing Bells - Macquarie Infrastructure Corporation Chief Executive Officer James Hooke rings the New York Stock Exchange Opening Bell (9:30 AM EDT) * Tyler Technologies, Inc. President and CEO John Marr rings the Closing Bell, to celebrate their 50th anniversary of founding (4:00 PM EDT)

Location: NYSE, New York, NY New York City nyse.nyx.com/ <https://twitter.com/NYSE>

Contacts: NYSE media relations media@theice.com 1 770 857 4700

NEW EVENT: Thursday, Oct. 20 9:30 AM Pitching contest for producers takes place in New York - 2nd annual National Black Programming Consortium Pitch Black Forum, live pitching session for media content about the black experience featuring seven producing teams competing before public media, television executives and funders for up to \$150,000 in development funds to produce their series ideas

Location: Jerome L. Greene Space, 44 Charlton St, New York, NY New York City <http://blackpublicmedia.org/> <https://twitter.com/BLKPublicMedia>

Contacts: Cheryl Duncan Cheryl Duncan PR cheryl@cherylduncanpr.com 1 201 552 9239

NEW EVENT: Thursday, Oct. 20 9:30 AM New York State Urban Development Corporation directors meeting

Location: Empire State Development, 633 Third Avenue, New York, NY New York City <http://esd.ny.gov/> <https://twitter.com/EmpireStateDev>

Contacts: ESD Press Office PressOffice@esd.ny.gov 1 800 260 7313

NEW EVENT: Thursday, Oct. 20 11:00 AM NYC Parks hosts groundbreaking ceremony to celebrate reconstruction of Bowne Park - NYC Parks Commissioner Mitchell Silver joins Queens Borough President Melinda Katz, Council Member Paul Vallone and Chair of Community Board 7 Kim Ohanian to break ground on the reconstruction of the playground in Flushing's Bowne Park

Location: Bowne Park, 32nd Ave and 159th St, Queens, NY New York City www.nycgovparks.org
<https://twitter.com/nycparks>

Contacts: NYC Parks press office PressOffice@parks.nyc.gov 1 212 360 1311

NEW EVENT: Thursday, Oct. 20 11:00 AM NYPD Police Commissioner O'Neill's public schedule - NYPD Police Commissioner James O'Neill joins New York Mayor de Blasio to deliver remarks at Battery Park Police Memorial Wall ceremony, 385 South End Ave, New York (11:00 AM EDT); and at a memorial ceremony and plaque unveiling for Detective Randolph Holder, PSA 5, East 123rd Street between 2nd Ave and 3rd Ave, New York (3:00 PM EDT)

Location: New York, NY New York City <http://www.nyc.gov/html/nypd/> <https://twitter.com/NYPDnews>

Contacts: NYPD office of the Deputy Commissioner, Public Information DCPI@nypd.org 1 646 610 6700

NEW EVENT: Thursday, Oct. 20 11:00 AM NYC Council Speaker Mark-Viverito's public schedule - New York City Council Speaker Melissa Mark-Viverito speaks at the Edible Schoolyard NYC East Harlem Rooftop Garden Greenhouse ribbon cutting, Public School/Middle School 7, Global Tech Prep, 160 East 120th Street, New York (11:00 AM EDT); and later attends the 71st Annual Alfred E. Smith Memorial Foundation Dinner, Waldorf Astoria, 301 Park Ave, New York (6:00 PM EDT)

Location: New York, NY New York City council.nyc.gov <https://twitter.com/NYCCouncil>

Contacts: Shirley Limongi Council Speaker Office SLimongi@council.nyc.gov 1 212 788 7116

NEW EVENT: Thursday, Oct. 20 12:00 PM Bronx prayer vigil outside the home of Deborah Danner - New York State Sen. Rev. Ruben Diaz and the New York Hispanic Clergy Organization hold prayer vigil outside the home of Deborah Danner - a mentally ill 66-year-old woman who was fatally shot by a NYPD police officer who was allegedly brandishing a baseball bat * Event followed by press conference

Location: 630 Pugsley Ave, New York, NY New York City <http://www.nysenate.gov/>
<https://twitter.com/nysenate>

Contacts: Office of Sen. Ruben Diaz 1 718 991 3161

NEW EVENT: Thursday, Oct. 20 12:30 PM Manhattan District Attorney Cyrus Vance speaks on safety and fraud in the construction industry at real estate risk management summit hosted by RANE and Fried Frank

Location: Lotos Club, 5 E 66th St, New York, NY New York City manhattanda.org

Contacts: Roxanne Leong Manhattan DA communications leongr@dany.nyc.gov 1 212 335 9400

NEW EVENT: Thursday, Oct. 20 1:00 PM New York State Assembly Member Rebecca Seawright hosts a Senior Community Fair - New York State Assembly Member Rebecca Seawright hosts a Senior Community Fair, to share resources for senior citizens living on the Upper East Side, Yorkville and Roosevelt Island. Attendees include Manhattan Borough President Gale Brewer and New York State Sen. Liz Krueger

Location: Lenox Hill Neighborhood House, 331 East 70th Street, New York, NY New York City
<http://assembly.state.ny.us/> https://twitter.com/NYSA_Majority

Contacts: New York State Assembly Member Seawright seawrightr@assembly.state.ny.us 1 212 288 4607

NEW EVENT: Thursday, Oct. 20 1:30 PM New York Lt. Governor Kathy Hochul makes funding announcement in New York City

Location: SUNY Optometry, 33 West 42nd Street, New York, NY New York City <http://www.ny.gov>
<https://twitter.com/NYGovCuomo>

Contacts: State of New York press press.office@exec.ny.gov 1 518 474 8418

NEW EVENT: Thursday, Oct. 20 6:00 PM Art Therapy Outreach Center 5th Anniversary Celebration - Art Therapy Outreach Center 5th Anniversary Celebration, including a client art exhibition sponsored by Affordable Art Fair NYC

Location: Helen Mills Event Space, 137 West 26th St, New York, NY New York City <https://atocny.org/>
<https://twitter.com/ATOCNYC>

Contacts: Myrna Manners Manners Dotson Group mmanners@mannersdotson.com 1 914 428 5757

NEW EVENT: Thursday, Oct. 20 6:30 PM United States Attorney for the Southern District of New York Preet Bharara hosts forum on opioid abuse - United States Attorney for the Southern District of New York Preet Bharara hosts educational forum, to discuss how best to confront the epidemic of opioid abuse that is ravaging so many of our communities, and the federal government's response

Location: New York University School of Law, 245 Sullivan St, New York, NY New York City
www.justice.gov/usao/nys <https://twitter.com/SDNYnews>

Contacts: Dawn Dearden United States Attorney for the Southern District of New York
dawn.dearden@usdoj.gov 1 646 784 6455

NEW EVENT: Thursday, Oct. 20 6:30 PM NYC Parks hosts Parks Without Borders public input meeting for Flushing Meadows Corona Park - NYC Parks hosts a community members at a public input meeting where New York City residents can have a voice in how Parks will apply Parks Without Borders (PWB) design concepts to Flushing Meadows Corona Park

Location: NY Hall of Science, 47-01 111th St, Queens, NY New York City www.nycgovparks.org
<https://twitter.com/nycparks>

Contacts: NYC Parks press office PressOffice@parks.nyc.gov 1 212 360 1311

NEW EVENT: Thursday, Oct. 20 7:15 PM Secretary of State Kerry attends 'Before the Flood' screening at the U.N. - Secretary of State John Kerry attends screening of 'Before the Flood', followed by participating in a panel discussion, at United Nations Headquarters

Location: United Nations, New York, NY New York City www.state.gov <https://twitter.com/StateDept>

Contacts: State Department Office of Press Relations 1 202 647 2492 Brooke Blumberg Sunshine Sachs
Blumberg@sunshinesachs.com 1 323 822 9300

OPEN TO INVITED MEDIA

NEW EVENT: Thursday, Oct. 20 New York Governor Andrew Cuomo is in New York City

Location: New York City www.governor.ny.gov/ <https://twitter.com/NYGovCuomo>

Contacts: New York Governor Press Office press.office@exec.ny.gov 1 518 474 8418

UPDATED EVENT: Thursday, Oct. 20 8:00 AM Hispanic Television Summit - 14th annual Hispanic Television Summit, including presentation of the 2016 Award for Leadership in Hispanic Television to Verizon, and the 2016 Award for Outstanding Achievement in Hispanic Television to Telemundo's Lucero * The summit is a signature event of New York City Television Week for the first time this year

Location: Grand Hyatt, New York, NY New York City <http://hispanictvsummit.com/>

Contacts: Joe Schramm Schramm Marketing Group jschramm@schrammnyc.com 1 212 983 0219 Geena Pandolfi Sayles & Winnikoff Communications geena@sayleswinnikoff.com 1 212 725 5200

UPDATED EVENT: Thursday, Oct. 20 8:30 AM The Glossy Forum

Location: One World Trade Center, New York, NY New York City <http://www.glossy.co>
<https://twitter.com/glossyco>

Contacts: Glossy inquiries@glossy.co 1 646 590 7329

UPDATED EVENT: Thursday, Oct. 20 - Saturday, Oct. 22 8:30 AM World Energy Forum - World Energy Forum commences. Today's events include First Ladies Gala and Women in Energy

Location: United Nations Headquarters, New York, NY New York City <http://www.worldforum.org/home/>
<https://twitter.com/worldEforum>

Contacts: World Energy Forum info@worldforum.org 1 212 922 3595

Gala - at the Harvard University Club - is invitation only

UPDATED EVENT: Thursday, Oct. 20 10:30 AM Dem Rep. Charles Rangel, NY officials, and development partners announce opening of The Residences at PS 186 - Officials and development partners announce opening of The Residences at PS 186 - a 79 unit mixed-use affordable housing development in New York, co-located with a new 11,302 square foot state-of-the art clubhouse for the Boys and Girls Club of Harlem. Attendees include Democratic Rep. Charles Rangel, Manhattan Borough President Gale Brewer, New York State Sen. Bill Perkins, New York State Assembly Member Keith Wright, New York City Council Members Mark Levine and Inez Dickens, NYC Department of Housing Preservation and Development Commissioner Vicki Been, Boys and Girls Club of Harlem Executive Director Dominique Jones and Board Chair Christopher Watler, Monadnock Development Vice President Tom Ciano, and Alembic Community Development Principal Mark Reed

Location: 525 W 145th St, New York, NY New York City <http://www1.nyc.gov/site/hpd/index.page>

Contacts: Juliet Pierre-Antoine NYC HPD morrisj@hpd.nyc.gov

UPDATED EVENT: Thursday, Oct. 20 6:00 PM National Design Awards - 17th annual National Design Awards gala dinner recognizing outstanding achievement in American design across a variety of disciplines in 11 categories. This year's honorees are Moshe Safdie (Lifetime Achievement), Make It Right (Director's Award), Bruce Mau (Design Mind), Center for Urban Pedagogy (Corporate & Institutional Achievement), Marlon Blackwell Architects (Architecture Design), Geoff McFetridge (Communication Design), Opening Ceremony (Fashion Design), Tellart (Interaction Design), Studio O+A (Interior Design), Hargreaves Associates (Landscape Architecture) and Ammunition (Product Design)

Location: Cooper Hewitt Smithsonian Design Museum, 2 E 91st St, New York, NY New York City
<http://www.cooperhewitt.org/> <https://twitter.com/cooperhewitt>

Contacts: Cooper Hewitt, Smithsonian Design Museum CooperHewittPress@si.edu 1 212 849 8420

5:30 p.m. Media Arrival * 6:00 p.m. Red Carpet and Cocktail Reception * 7:30 p.m. Welcoming Remarks *
8:15-9:30 p.m. Awards Ceremony

Thursday, Oct. 20 8:00 AM Smart Hustle Conference for small business owners and entrepreneurs

Location: The Graduate Center, CUNY, New York, NY New York City
<http://www.smarthustleconference.com/> <https://twitter.com/smarthustlemag>

Contacts: Smart Hustle Magazine info@smarthustle.com

Thursday, Oct. 20 8:00 AM Social Media Conference

Location: New York Marriott Marquis, 1535 Broadway, New York, NY New York City
<http://www.prnewsonline.com/> <https://twitter.com/PRNews>

Contacts: Rachel Scharmann PR News Assistant Marketing Manager rscharmann@accessintel.com 1 301 354 1713

Thursday, Oct. 20 8:00 AM ABNY Power Breakfast with Women in Need CEO Christine Quinn - Association for a Better New York (ABNY) holds Power Breakfast with Women in Need (Win) President and CEO Christine Quinn, who presents the findings and proposals of the Win-produced white paper the 'Forgotten Face of Homeless'

Location: Hilton New York, 1335 Avenue of the Americas, New York, NY New York City www.abny.org
<https://twitter.com/ABetterNY>

Contacts: Ryan Carbain Rubenstein Communications RCarbain@Rubenstein.com 1 212 843 8492

8:00 a.m. coffee followed by program 8:30 a.m. to 9:30 a.m. in the Mercury Ballroom

Thursday, Oct. 20 8:00 AM Discussion on election 2016 employment policies at NYIT - NYIT School of Management, Chernoff Diamond, and Rivkin Radler LLP hold 'ELECTION 2016: Employment Policies and Workplace Benefits Will Change. Is Your Business Ready?', with experts discussing issues including the Affordable Care Act, paid family leave, minimum wage, overtime regulations, and immigration and employment. Event includes opening remarks from SHRM Board of Directors Chair Brian Silva

Location: NYIT Auditorium on Broadway, 1871 Broadway, New York, NY New York City
<http://www.nyit.edu/>

Contacts: Nicholas Palumbo Chernoff Diamond Npalumbo@chernoffdiamond.com

Complimentary breakfast at 8 a.m.; program begins at 8:30

Thursday, Oct. 20 8:30 AM FRB New York president speaks at 'Reforming Culture and Behavior in the Financial Services Industry' workshop - Federal Reserve Bank of New York President William Dudley speaks

at the 'Reforming Culture and Behavior in the Financial Services Industry: Expanding the Dialogue' one-day workshop examining culture and behavior in the financial services industry from a variety of perspectives

Location: Federal Reserve Bank of New York, 33 Liberty St, New York, NY New York City
<http://www.newyorkfed.org/> https://twitter.com/NYFed_News

Contacts: Andrea Priest Federal Reserve Bank of New York andrea.priest@ny.frb.org 1 212 720 6139

Thursday, Oct. 20 9:30 AM Port Authority of New York and New Jersey Board of Committee meetings - Port Authority of New York and New Jersey Board of Commissioners and Board Committee meetings, with Executive Session Committee Meetings: Joint Meeting of Committees on Finance and Operations; World Trade Center Subcommittee; All Commissioners (9:30 AM EDT) and Public Session Committee Meetings: Committee on Operations; Committee on Capital Planning, Execution and Asset Management; Committee on Finance (12:00 PM EDT)

Location: 4 World Trade Center, New York, NY New York City <http://www.panynj.gov/>
<https://twitter.com/PANYNJ>

Contacts: Port Authority of New York & New Jersey Media Relations pabcast@panynj.gov 1 212 435 7777

Thursday, Oct. 20 10:00 AM New York City Campaign Finance Board public meeting

Location: 100 Church Street, New York, NY New York City www.nyccfb.info <https://twitter.com/NYCVotes>

Contacts: NYCCFB press press@nyccfb.info 1 212 306 7604

Thursday, Oct. 20 10:00 AM U.N. Security Council developments - United Nations Security Council report due on Resolution 1559, which calls on the withdrawal of all remaining foreign forces from Lebanon, while a morning meeting is held on the Integrated Peacebuilding Support Office in Guinea-Bissau (UNIOGBIS)

Location: United Nations Headquarters, New York, NY New York City <http://www.un.org/Docs/sc/>
https://twitter.com/UN_News_Centre

Contacts: U.N. press inquiries2@un.org 1 212 963 5851

Thursday, Oct. 20 10:00 AM New York City Council Committee on Recovery and Resiliency oversight hearing - New York City Council Committee on Recovery and Resiliency oversight hearing on 'Finances of the Build It Back Program'

Location: City Hall, New York, NY New York City council.nyc.gov <https://twitter.com/NYCCouncil>

Contacts: New York City Council Press 1 212 788 7116

Thursday, Oct. 20 10:00 AM New York City Council oversight hearing on 'Percent for Art' - New York City Council Committee on Cultural Affairs, Libraries and International Intergroup Relations oversight hearing on 'Percent for Art', with agenda including Intro 1290-2016, on a Percent for art advisory panel; Intro 1295-2016, requiring the dept of cultural affairs to report on percent for art projects; Intro 1296-2016, on a percent for art program; and Intro 1297-2016, on outreach and education regarding public art opportunities

Location: 250 Broadway, New York, NY New York City council.nyc.gov <https://twitter.com/NYCCouncil>

Contacts: New York City Council Press 1 212 788 7116

Thursday, Oct. 20 10:00 AM New York City Council Committee on Health hearing - New York City Council Committee on Health hearing, with agenda including Intro 1233-2016, on prohibiting the display of wild or exotic animals for public entertainment or amusement

Location: City Hall, New York, NY New York City council.nyc.gov <https://twitter.com/NYCCouncil>

Contacts: New York City Council Press 1 212 788 7116

Thursday, Oct. 20 10:00 AM CVH members call on New York Mayor de Blasio to release sites identified for infill development - Community Voices Heard members and supporters call on New York Mayor Bill de Blasio to release the sites identified for infill development. Event includes public housing residents gagged and blindfolded to symbolize being kept in the dark. Attendees include New York State Sen. Marisol Alcantara and New York City Council Members Ritchie Torres and Ben Kallos

Location: City Hall, New York, NY New York City www.cvhaction.org/ <https://twitter.com/cvhaction>

Contacts: Gabriel Strachota Community Voices Heard gabriel@CVHaction.org 1 347 891 3261

Thursday, Oct. 20 11:00 AM New York City Council Committee on Land Use hearing

Location: 250 Broadway, New York, NY New York City council.nyc.gov <https://twitter.com/NYCCouncil>

Contacts: New York City Council Press 1 212 788 7116

Thursday, Oct. 20 12:00 PM NYS Assemblywoman Malliotakis calls to move 'Officer Randolph Holder's Law' forward - New York State Assemblywoman Nicole Malliotakis calls on legislature to move Assembly bill A 9778 ('Officer Randolph Holder's Law') forward during the upcoming legislative session, via press conference. The bill would prohibit those who have more than two prior felony convictions from being sent to drug treatment instead of prison, named after the late NYPD Officer Randolph Holder who was shot by someone who had five previous drug convictions * Today is the anniversary of Holder's death

Location: Richmond County Courthouse, Staten Island, NY New York City <http://assembly.state.ny.us/>
https://twitter.com/NYSA_Majority

Contacts: Paul Marrone Office of Assemblywoman Nicole Malliotakis marronep@assembly.state.ny.us 1 718 987 0197

Thursday, Oct. 20 12:00 PM Caregivers rally to highlight closing of the Bernard Fineson Developmental Disabilities Services Office - New York State Public Employees Federation (PEF) professional caregivers rally to raise public awareness to the closing of the Bernard Fineson Developmental Disabilities Services Office in Mar 2017. Attendees include PEF President Wayne Spence, PEF Region 11 Coordinator Jemma Marie-Hanson and New York State Sen. Tony Avella

Location: 236-02 Hillside Ave, Queens, NY New York City www.pef.org

Contacts: Jane Briggs PEF 1 518 785 1900 x 225

Thursday, Oct. 20 1:00 PM New York City Council Committee on Parks and Recreation hearing - New York City Council Committee on Parks and Recreation hearing, with agenda including Intro 349-2015, on notice for the removal of trees; Intro 1112-2016, on positing of information online regarding tree maintenance work; and Intro 1305-2016, on minimum notice of temporary parking restrictions related to the removal of trees

Location: 250 Broadway, New York, NY New York City council.nyc.gov <https://twitter.com/NYCCouncil>

Contacts: New York City Council Press 1 212 788 7116

Thursday, Oct. 20 1:00 PM New York City Council Committee on Rules, Privileges, and Elections hearing - New York City Council Committee on Rules, Privileges, and Elections hearing, with agenda including multiple Mayor's Messages

Location: 250 Broadway, New York, NY New York City council.nyc.gov <https://twitter.com/NYCCouncil>

Contacts: New York City Council Press 1 212 788 7116

Thursday, Oct. 20 2:00 PM New York FPC briefing on electoral and demographic trends in presidential election battleground states - New York Foreign Press Center On-The-Record Press Briefing on 'Electoral and Demographic Trends in Battleground States', with Center for Urban Research City University of New York Mapping Service Director Steven Romaleski using a series of maps to analyze recent electoral and demographic trends in key battleground states for the 2016 presidential election, showing who has voted and where in recent presidential elections, and who is eligible to vote this year, in states including Florida, Ohio, North Carolina, and New York

Location: 799 United Nations Plaza, New York, NY New York City www.fpc.state.gov
<https://twitter.com/ForeignPressCtr>

Contacts: New York FPC nyfpc@state.gov 1 212 317 8325

All Foreign Press Center briefings are for foreign media only

Thursday, Oct. 20 3:00 PM Jason Derulo offers fans tickets to upcoming show - Jason Derulo appears at a Hyatt Centric vending machine offering fans tickets to a private performance in Times Square, part of Hyatt's 'Sunrise to Sunrise' campaign promoting local exploration and discovery

Location: Flatiron Plaza, Fifth Ave. & 23rd St. New York, NY New York City
<https://centric.hyatt.com/en/hyattcentric.html> <https://twitter.com/jasonderulo>

Contacts: David Abrams Cohn & Wolfe david.abrams@cohnwolfe.com 1 201 993 8426

Thursday, Oct. 20 5:00 PM Neuberger Museum of Art opens new public space for public art - Official ribbon-cutting ceremony to inaugurate the opening of Neuberger Museum of Art SPACE | 42 - a new public space for public art. Inaugural exhibition is 'Deborah Kass: Day After Day', with artist Deborah Kass also attending today's opening

Location: 33 West 42nd St, New York, NY New York City www.neuberger.org/
<https://twitter.com/neubergermuseum>

Contacts: Carolyn Mandelker Harrison Edwards PR cmandelker@harrison-edwardspr.com 1 914 242 0010

Thursday, Oct. 20 5:45 PM Master Voices Fall 2016 Benefit - Master Voices, formerly The Collegiate Chorale, Fall 2016 Benefit in support of its artistic programming and education initiatives, featuring the New York premiere performance of Ricky Gordon and Royce Vavrek's opera '27'

Location: New York City Center, 131 W 55th St, New York, NY New York City <http://www.mastervoices.org/>

Contacts: Michelle Tabnick Michelle Tabnick Communications
michelle@michelletabnickcommunications.com 1 646 765 4773

Thursday, Oct. 20 6:00 PM AARP New York and Siena College release survey results on NYC Generation Xers and Baby Boomers - AARP New York and Siena College release results of a new survey of NYC Generation Xers and Baby Boomers 'revealing huge financial obstacles to retirement and major lack of preparedness' and how New York City residents feel 2016 Republican presidential nominee Donald Trump and Democratic nominee Hillary Clinton stack up on protecting Social Security and addressing retirement needs

Location: The Benjamin Hotel, 125 East 50th St, New York, NY New York City <http://www.aarp.org>
<https://twitter.com/AARP>

Contacts: Erik Kriss AARP ekriss@aarp.org 1 212 407 3796

Thursday, Oct. 20 6:00 PM Wendy Hilliard Gymnastics Foundation 20th Anniversary Gala Celebration - Wendy Hilliard Gymnastics Foundation (WHGF) 20th Anniversary Gala Celebration, honoring WHGF Founder and gymnast Wendy Hilliard, Sidewalk Labs Chairman and CEO Dan Doctoroff and Harlem Children's Zone CEO Anne Williams-Iso. Television anchor and journalist Carol Jenkins hosts. Attendees include Donna de Varona, Gabby Douglas, Billie Jean King, Donna Weinbrecht, Sasha DiGiulian, Ann-Marie Saccurato, Camille Duvall-Hero, Gail Marquis and Sharon Monplaisir * WHGF is a not-for-profit organization that provides free and low-cost quality gymnastics for inner-city youth

Location: New York Athletic Club, 180 Central Park, New York, NY New York City <http://www.whfny.org/>
<https://twitter.com/WendyHilliardFD>

Contacts: Justine DiGiglio Nicholas & Lence Communications Justine@nicholaslence.com 1 631 807 1088
Skye Ostreicher Nicholas & Lence Communications skye@nicholaslence.com 1 212 205 6635

Thursday, Oct. 20 6:00 PM Lupus Foundation of America Evening of Hope National Gala - Lupus Foundation of America Evening of Hope National Gala, honoring Greenberg Traurig Executive Chairman Richard Rosenbaum, Lifetime, LMN and FYI Networks Senior Vice President, Marketing, Creative and Brand Strategy Tim Nolan, and actor Ian Harding

Location: Gotham Hall, New York, NY New York City www.lupus.org <https://twitter.com/LupusOrg>

Contacts: Maggie Maloney Lupus Foundation of America Maloney@lupus.org 1 202 212 6766

Thursday, Oct. 20 6:00 PM New York City Council Member Jumaane Williams hosts town hall meeting with Flatlands Flatbush Civic Group - New York City Council Member Jumaane Williams hosts town hall meeting with Flatlands Flatbush Civic Group, for members of the public to learn about city initiatives, and raise issues of concern. Discussion topics include issues pertaining to, quality of life, transportation, small businesses and education

Location: P.S. 109, 1001 E 45th St, Brooklyn, NY New York City council.nyc.gov
<https://twitter.com/NYCCouncil>

Contacts: Vania Andre New York City Council vandre@council.nyc.gov 1 917 608 8784

Thursday, Oct. 20 6:00 PM MUJI holds a celebration to unveil Kids Earth Fund's exhibition of children's artwork - MUJI holds a celebration to unveil Kids Earth Fund's exhibition of children's artwork and digital interactive installation by Tokyo-based studio, Naked, Inc at their Fifth Avenue Flagship store. MUJI is collaborating with Kids Earth Fund to sell the children's art on a limited edition tote bag, with the proceeds benefiting environmental health non-profit Kids Earth Fund. Event is hosted by MUJI USA President Asako Shimazaki, Kids Earth Fund CEO Harumi Torii and Naked Inc. CEO Ryotaro Muramatsu

Location: MUJI Fifth Ave Flagship, 475 Fifth Ave, New York, NY New York City www.muji.com/us/

Contacts: Olivia Combemale Camron Press Officer New York Olivia.Combemale@camronpr.com 1 917 675 4378

Thursday, Oct. 20 6:30 PM American Ballet Theatre Fall Gala - American Ballet Theatre Fall Gala, with event co-chairs Maggie Gyllenhaal, Katie Holmes, Calvin Klein, Julianna Margulies and Brooke Shields. Highlights of the season include Twyla Tharp's 'The Brahms-Haydn Variations', Frederick Ashton's 'Symphonic Variations', Alexei Ratmanský's 'Serenade after Plato's Symposium', the world premiere of a new ballet by choreographer Jessica Lang, and the company premiere of Benjamin Millepied's interpretation of Ravel's 'Daphnis and Chloe'

Location: David H. Koch Theater, New York, NY New York City www.abt.org <https://twitter.com/ABTBallet>

Contacts: Claire McGregor American Ballet Theatre, Manager of Special Events cmcgregor@abt.org 1 212 477 3030

Thursday, Oct. 20 6:30 PM Habitat House Party - Habitat House Party, to raised funds to 'build a better New York'. Honorees include Bronx Borough President Ruben Diaz Jr., and DK Display Corp President and Owner David Terveen

Location: 180 Maiden Lane, New York, NY New York City <http://www.habitatnyc.org/> <https://twitter.com/HabitatNYC>

Contacts: Habitat for Humanity pr@habitatnyc.org 1 212 991 4000

Thursday, Oct. 20 7:00 PM Opening night for Off-Broadway production of David Hare's 'Plenty' starring Rachel Weisz and Corey Stoll - 'Plenty', opening night for Off-Broadway production of David Hare's play, starring Rachel Weisz and Corey Stoll. The play is directed by David Leveaux and charts two decades in the life of a female secret agent who worked behind enemy lines in Nazi-occupied France during World War II

Location: The Public Theater, New York, NY New York City <http://www.publictheater.org/> <https://twitter.com/PublicTheaterNY>

Contacts: Public Theater press@publictheater.org 1 212 539 8642

Thursday, Oct. 20 7:00 PM Voices of Fashion for The Father's Heart 'Unstarving Artist' Event - Voices of Fashion for The Father's Heart 'Unstarving Artist' Event, to bring supporters across the art, fashion, tech, finance and entertainment industries together for an evening of compassion and giving back, while helping Father's Heart continue their mission of bringing New Yorkers out of poverty

Location: AFA Gallery, 54 Greene St, New York, NY New York City www.voicesoffashion.org/ <https://twitter.com/VOFNYC>

Contacts: Edythe Hughes Voices of Fashion ehughes@projectmodeltee.org 1 347 852 0055

Thursday, Oct. 20 8:00 PM Opening night for Broadway revival of comedy 'The Front Page' - 'The Front Page', opening night for Broadway revival of Ben Hecht and Charles MacArthur's classic 1928 comedy set in the world of the Chicago newspaper business. Starring Nathan Lane, John Slattery, John Goodman, Jefferson Mays, Sherie Rene Scott, Holland Taylor, Robert Morse, Christopher McDonald and Dylan Baker, directed by Jack O'Brien and produced by Scott Rudin

Location: Broadhurst Theater, 235 W 44th St, New York, NY New York City www.thefrontpagebroadway.com

Contacts: Matthew Troillett DKC/O&M Co matthew@omdkc.com 1 212 695 7400 Andy Snyder DKC/O&M Co andy@omdkc.com 1 212 695 7400

Thursday, Oct. 20 8:00 PM Bon Jovi perform new album live on Tidal from Broadway - Bon Jovi conclude a short run of intimate shows performing their new, 14th studio album, 'This House Is Not For Sale', in its entirety ahead of its 4 Nov release with their first ever show on Broadway. Streamed live via Tidal as part of the Tidal X series of events

Location: Barrymore Theatre, 243 W 47th St, New York, NY New York City <https://twitter.com/bonjovi> #ThisHouseIsNotForSale

Contacts: Tiffany Shipp Sunshine Sachs shipp@sunshinesachs.com 1 212 691 2800 Lauren Schneider Island Records lauren.schneider@umusic.com 1 212 333 8173

Thursday, Oct. 20 - Wednesday, Oct. 26 October Art Week - October Art Week, inaugural celebration of New York art, launches with simultaneous opening-night receptions in 15 of the city's Upper East Side galleries

Location: New York, NY New York City www.octoberartweek.com

Contacts: Marilyn White PR mwhitepr@gmail.com 1 973 783 3649

Thursday, Oct. 20 - Saturday, Oct. 22 SIOR Fall World Conference

Location: Sheraton New York Times Square Hotel, New York, NY New York City <http://www.sior.com> <https://twitter.com/SIORglobal>

Contacts: SIOR membership@sior.com 1 202 449 8200

Thursday, Oct. 20 Hugo Boss Prize winner announced - Hugo Boss Prize winner announced. Biennial \$100,000 award was established in 1996 to recognize significant achievement in contemporary art. Finalists are Tania Bruguera (Havana, Cuba), Mark Leckey (Birkenhead, UK), Ralph Lemon (Cincinnati, OH), Laura Owens

(Euclid, OH), Wael Shawky (Alexandria, Egypt) and Anicka Yi (Seoul, South Korea). Winner receives the cash award and a solo exhibition at the Solomon R. Guggenheim Museum in New York in 2017

Location: Solomon R. Guggenheim Museum, 1071 5th Avenue, New York, NY New York City
<http://www.guggenheim.org/guggenheim-foundation/> <https://twitter.com/Guggenheim>

Contacts: Solomon R. Guggenheim Foundation Press pressoffice@guggenheim.org

Thursday, Oct. 20 ARC Awards Champagne Reception and Pearl Anniversary Gala - ARC Awards Champagne Reception and Pearl Anniversary Gala, for the international competition honoring outstanding achievement in Annual Reports

Location: The Plaza Hotel, 768 5th Ave, New York, NY New York City <http://www.mercommawards.com/>

Contacts: MerComm Awards info@mercommawards.com 1 914 923 9400

Thursday, Oct. 20 - Friday, Oct. 21 Annual Human Capital Analytics Conference

Location: Westin New York at Times Square, New York, NY New York City www.conference-board.org
<https://twitter.com/Conferenceboard>

Contacts: The Conference Board customer.service@conference-board.org 1 212 759 0900

Thursday, Oct. 20 - Sunday, Oct. 23 NYC Food Film Festival - 10th annual NYC Food Film Festival, with documentaries, features and short films that showcase the world's favorite foods

Location: New York, NY New York City <http://thefoodfilmfestival.com/> <https://twitter.com/FoodFilmFest> #NewFestNYC

Contacts: Sarah Avrin Girlie Action Sarah@Girlie.com 1 212 9898 2222 Debbie Pressman Girlie Action debbie@girlie.com

Thursday, Oct. 20 - Tuesday, Oct. 25 NewFest LGBT Film Festival - NewFest, New York Lesbian, Gay, Bisexual and Transgender Film Festival

Location: Bow Tie Chelsea Cinemas: 260 W 23rd St, New York, NY New York City <http://newfest.org/>
<https://twitter.com/NewFestNYC> #NewFest2016

Contacts: Rob Scheer Brigade Marketing rob@brigademarketing.com

Thursday, Oct. 20 - Sunday, Oct. 23 The Roc96 exhibition celebrating the 20th anniversary of Jay Z's debut album - The Roc96 exhibition, pop-up shop and exhibition celebrating the 20th anniversary of Jay Z's debut album 'Reasonable Doubt' (25 Jun) opens. The exhibition explores Jay Z's early sessions with DJ Premier at D&D Studios, where the album was recorded

Location: 347 W Broadway, New York, NY New York City <https://fancy.com/> <https://twitter.com/fancy>

Contacts: Fancy PR pr@fancy.com

Thursday, Oct. 20 Donald Trump and Hillary Clinton keynote Alfred E. Smith Memorial Foundation Dinner in New York - 71st annual Alfred E. Smith Memorial Foundation Dinner in New York, with keynote speakers 2016 Democratic presidential nominee Hillary Clinton and Republican nominee Donald Trump * Alfred E. Smith Memorial Foundation aims to 'bring hope to the neediest children of the Archdiocese of New York, regardless of race, creed, or color'

Location: Waldorf Astoria New York, 301 Park Ave, New York, NY New York City
<http://www.alsmithfoundation.org/>

Contacts: Joseph Zwilling Archdiocese of New York press joseph.zwilling@archny.org 1 646 794 2997

Thursday, Oct. 20 'American Art' sale at Christie's - 'American Art' sale, featuring the Collection of George S. Parker II From the Caxambas Foundation. Highlights include 'Carl (Karl Schleicher)' by Robert Henri, estd \$200,000 - \$300,000; and 'She Gave Me A Parker 61 (Happy Birthday To Dad)' by Norman Rockwell, estd \$120,000 - \$180,000

Location: Sotheby's, 1334 York Ave., New York, NY New York City www.sothebys.com
<https://twitter.com/Sothebys>

Contacts: Sotheby's New York pressofficenyc@sothebys.com 1 212 606 7176

Thursday, Oct. 20 FT-BCBSA Future of Employer Healthcare Forum - 'New Strategies, New Solutions'

Location: Four Seasons Hotel New York, 57 E 57th St, New York, NY New York City www.ft-live.com/
<https://twitter.com/FTLive>

Contacts: Meredith Vachon Financial Times Meredith.vachon@ft.com 1 917 551 5053

Thursday, Oct. 20 - Wednesday, Oct. 26 Brooklyn Drink Local Week - Brooklyn Chamber of Commerce, Explore Brooklyn and Taste NY host Brooklyn's first ever Drink Local Week, featuring deals at a variety of Brooklyn bars, restaurants, retailers and manufacturers

Location: New York City <http://www.ibrooklyn.com/> <https://twitter.com/BrooklynChamber>

Contacts: Adam Kilduff Brooklyn Chamber of Commerce akilduff@brooklynchamber.com 1 718 875 1000 x 134

From: [Salazar-Rodriguez, Prisca](#)
To: [jfdc](#)
Cc: [B; Almonte, Catherine](#)
Subject: Re: Need asap
Date: Wednesday, November 16, 2016 8:12:50 AM

Ok. John - I'll reach out separately.

Sent from my iPhone

On Nov 16, 2016, at 8:10 AM, John Del Cecato <jfdc@akpdmedia.com> wrote:

Tomorrow's great for me!

On Nov 16, 2016, at 7:41 AM, B <BCCD@cityhall.nyc.gov> wrote:

Meal or drinks with John Del Cecato (cc'ed here). Tmrw (Thurs) is ideal. Let me know. Thanks

From: [Fialkoff, Gabrielle](#)
To: [jfdc](#)
Subject: Macy's Thanksgiving Day Parade
Date: Wednesday, November 16, 2016 10:55:05 AM

Dear John--

It's that time of year again! We are pleased to be part of the world famous Macy's Thanksgiving Day Parade.

The Mayor's office would like to offer you tickets to this year's parade. The City's viewing area is located on Central Park West and Columbus Circle (please see diagram below)

If you would like to attend, please email Matt Everett at meverett@cityhall.nyc.gov with the number of tickets you are requesting. Please note that there is a limited number available, and tickets must be picked up from the Mayor's Fund offices at 253 Broadway, 6th floor from Thursday, November 17 through Wednesday, November 23.

Wishing you a wonderful Thanksgiving.



IMPORTANT CHECK-IN INSTRUCTIONS

Entry begins at 6:30 AM.
All attendees **MUST** be seated by 8:15 AM.
No admission after 8:15 AM.

DIRECTIONS TO THE BLEACHERS:

Enter at 62ND Street.
All participants must enter the bleacher area via 62nd Street at Columbus Avenue. There is no other entry point to the NYC bleachers.

Gabrielle Fialkoff
Senior Advisor to the Mayor
Director of the Office of Strategic Partnerships
212-341-5084
gfialkoff@cityhall.nyc.gov

From: [Salazar-Rodriguez, Prisca](#)
To: [jfdc](#)
Subject: RE: Need asap
Date: Wednesday, November 16, 2016 11:26:33 AM

Cool

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

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Wednesday, November 16, 2016 11:26 AM
To: Salazar-Rodriguez, Prisca
Subject: Re: Need asap

Sounds good

On 11/16/16, 11:13 AM, "Salazar-Rodriguez, Prisca" <PSalazar-Rodriguez@cityhall.nyc.gov> wrote:

How is dinner at Gracie at 8pm tomorrow

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

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Wednesday, November 16, 2016 8:10 AM
To: B
Cc: Salazar-Rodriguez, Prisca; Almonte, Catherine
Subject: Re: Need asap

Tomorrow's great for me!

> On Nov 16, 2016, at 7:41 AM, B <BCCD@cityhall.nyc.gov> wrote:

>

>

> Meal or drinks with John Del Cecato (cc'ed here). Tmrw (Thurs) is ideal. Let me know. Thanks

From: [John Del Cecato](#)
To: [Salazar-Rodriguez, Prisca](#)
Cc: [Almonte, Catherine](#)
Subject: Re: Need asap
Date: Thursday, November 17, 2016 6:07:08 PM

On 11/17/16, 6:06 PM, "Salazar-Rodriguez, Prisca" <PSalazar-Rodriguez@cityhall.nyc.gov> wrote:

What is your cell - for some off reason I don't have it
Lol

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

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Thursday, November 17, 2016 6:06 PM
To: Salazar-Rodriguez, Prisca
Cc: Almonte, Catherine
Subject: Re: Need asap

Cool – that works for me!

On 11/17/16, 6:03 PM, "Salazar-Rodriguez, Prisca" <PSalazar-Rodriguez@cityhall.nyc.gov> wrote:

Hey! He wants to meet at 830ish at Friend of a Farmer in Gramercy Park -

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

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Wednesday, November 16, 2016 11:26 AM
To: Salazar-Rodriguez, Prisca
Subject: Re: Need asap

Sounds good

On 11/16/16, 11:13 AM, "Salazar-Rodriguez, Prisca" <PSalazar-Rodriguez@cityhall.nyc.gov> wrote:

How is dinner at Gracie at 8pm tomorrow

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

From: John Del Cecato [<mailto:jfdc@akpdmedia.com>]
Sent: Wednesday, November 16, 2016 8:10 AM
To: B
Cc: Salazar-Rodriguez, Prisca; Almonte, Catherine
Subject: Re: Need asap

Tomorrow's great for me!

> On Nov 16, 2016, at 7:41 AM, B <BCCD@cityhall.nyc.gov> wrote:

>

>

> Meal or drinks with John Del Cecato (cc'ed here). Tmrw (Thurs) is ideal. Let me know. Thanks

From: Gulotta, Nick
Sent: Monday, December 19, 2016 3:35 PM
To: Gulotta, Nick
Subject: Our Achievements in 2016

Dear Queens Leaders,

Working together, we accomplished so much in 2016. As we conclude the year, it is important to remember all of the progress that we have made. On behalf of Mayor de Blasio and the entire administration, I want to thank you for working to help us achieve so much. Here is a brief account of some of our accomplishments in 2016:

- ✓ **Equity and excellence in all schools, preparing our students for the 21st century economy.**
 - About 70,000 kids enrolled in Pre-K, more than triple the 20,000 children who attended before the Pre-K for All expansion.
 - 103 reading coaches hired, trained, and on the job to get our students reading at grade level.
 - City students scoring much higher on English exams, now in lockstep with NYS peers.
 - Dedicated counselors called “Single Shepherds” for 16,000 students from middle school to college.
 - 100 schools selected to receive over \$3.5 million in new direct funding to build school-wide college and career readiness culture.
 - High school graduation rate over 70 percent for the first time ever.
 - Eliminated CUNY application fee for qualifying high school seniors.
 - Lowest-ever high school dropout rate, and the highest-ever rate of students enrolling in college.
- ✓ **Modern approach to public safety – safer streets, safer every day.**
 - January was the safest January on record – followed by the safest summer, safest September and safest October.
 - Expanded neighborhood policing, launched force-wide trainings on implicit bias, alternatives to physical force, and conflict de-escalation → Stop-and-Frisk has declined by 97% from an all-time high in 2011.
 - Arrests are down, murders and shootings at historic lows, record low numbers of robberies, burglaries, and auto thefts.
 - Vision Zero efforts made 2015 the safest year on New York City streets since 1910, and 2016 is on course to be even safer.
 - Opened a state-of-the-art, fully redundant 911 call center to protect the city’s essential emergency response system in the event of disaster.
 - Distributed more than 7,000 kits of naloxone, a lifesaving medicine that reverses opioid overdose.
- ✓ **Easing financial burden, tackling the affordability crisis, and creating opportunity.**
 - **Fought for New Yorkers struggling to make the rent or find affordable housing.**
 - Two consecutive rent freezes (2015 and 2016), keeping rent stable for 2.5 million tenants.
 - 150,000 people benefited from the expanded use of emergency rent assistance.
 - Stood up to bad landlords using all available tools – such as withholding rent and increasing funding for New Yorkers to access legal services – to hold landlords accountable.
 - Evictions down by 24 percent, meaning 21,000 people are still in their homes.
 - Replaced voluntary rules with a mandatory affordable housing requirement in new buildings.
 - On track to build and preserve 200,000 affordable housing apartments over the coming decade, benefitting half-a-million people. This year, the Mayor has secured 15,105 apartments to date. We’ve secured 55,309 affordable apartments since taking office, an all-time high for new, affordable construction.
 - **Fought for New York City’s homeowners.**
 - Proposed a \$183 water credit on the water bills of over 664,000 homeowners, in keeping with the City’s past efforts to ensure bills stay as low as possible.

- Saved 35,000 homeowners tens of millions of dollars in flood insurance premiums by working with FEMA.
- **Bolstering an economy with good-paying jobs, creating opportunities for people to get ahead.**
 - Created 60,000 new jobs in 2016 so far, and nearly 277,000 jobs since the Mayor took office.
 - Unveiled a \$500 million initiative, LifeSci NYC, to spur 16,000 new, good-paying jobs and establish New York City as a global leader in life sciences research and innovation.
 - Prohibited City agencies from inquiring about salary history as part of the hiring process.
 - Signed a personnel order to provide paid parental leave to approximately 20,000 New York City employees – putting the City at the forefront of city and state policies around the country.
 - Ensured all custodial workers in public schools make the prevailing wage.
- **Fought for New Yorkers who need to get to work on time.**
 - Eligible workers can now use pre-tax income to pay for their commuting costs, saving commuters \$800 to \$1,000 dollars a year.
 - Added 18 miles of new protected bike lanes.
 - Expansion of CitiBike to more New Yorkers, adding thousands of new bikes and hundreds of stations in 2016 across Red Hook, Brownstone Brooklyn, and Harlem.
 - Filled the administration's one-millionth pothole and made a historic investment in repaving, reducing the need for future pothole repair.
 - Repaved city streets equivalent to the distance between New York City and Miami, Florida.
- **Committed to holistic investments in NYCHA communities, home for 400,000 New Yorkers.**
 - Across-the-board improvements for safer, cleaner, and more connected communities throughout New York City.
 - Comprehensive roof repairs.
 - Security enhancements, including lights, cameras, and new doors.
 - Technology investments such as broadband and Wi-Fi.
- **Fought for the city's most vulnerable.**
 - HOME-STAT fully operational: outreach workers are identifying, engaging, and transitioning homeless New Yorkers to services and, ultimately, permanent housing.
 - Nearly 48,000 New Yorkers moved into permanent housing and avoided or exited shelters through permanent housing programs.
 - About 12,000 more households have been able to receive services from the HomeBase homelessness prevention program in each of the past two years.
- ✓ **Launched NYC Well, a 24/7 phone, text, or chat connection to mental health and substance misuse services.**
 - Convened 1,000 houses of worship to talk about mental illness and addiction, reaching 250,000 New Yorkers.
 - Created a system to screen and treat 80 percent of pregnant women and new moms, with a goal of screening and treating ALL pregnant women and new moms for maternal depression.
 - Mental health support for every school in the city.
 - Placed over 100 Mental Health Service Corps (MHSC) members in neighborhoods with the highest need across the city.
 - Launched the first, city-based movement for mental health – Cities Thrive. More than 80 cities have committed to mental health as a municipal policy and programming priority and to federal advocacy.
- ✓ **Progressive Governance.**
 - For three years running, added to the City's financial reserves, preparing us for any potential shocks to the system.
 - Defended New York values. We are #AlwaysNewYork.
 - Stood up for the 65,000 hourly employees in the fast food industry who deserve fair notification on their work hours.
 - Funded major improvements in city parks and purchased the last site needed to complete the 28-acre Bushwick Inlet Park, fulfilling a promise made to the families of North Brooklyn.
 - Expanded graffiti removal, introduced sidewalk power washing in commercial corridors citywide, expanded Sunday and holiday litter basket service, and expanded highway shoulder and ramp cleanup.
 - Shattered enrollment expectations for the country's most ambitious municipal identification program, IDNYC.
 - Opened the Damian Family Care Center in the Bronx to serve 10,000 community residents.
 - Launched the nation's first government-led citywide ad campaign affirming every New Yorker's right to use the bathroom consistent with their gender identity.

Nick.

Nick Gulotta

Queens Borough Director
Community Affairs Unit
Office of Mayor Bill de Blasio
(212) 788-4282

From: B
To: Wolfe, Emma
Cc: Walzak, Phil; Hagelgans, Andrea; 'jfdc@akpdmedia.com'; Gunaratna, Mahen
Subject: Re: AP: Clinton to focus on economic security, opportunity
Date: Sunday, April 12, 2015 2:03:11 AM

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

From: Wolfe, Emma
Sent: Saturday, April 11, 2015 05:15 PM
To: B
Cc: Walzak, Phil; Hagelgans, Andrea; 'jfdc@akpdmedia.com' <jfdc@akpdmedia.com>
Subject: AP: Clinton to focus on economic security, opportunity

4:57PM by Julie Pace

CHICAGO (AP) — Hillary Rodham Clinton's presidential campaign will center on boosting economic security for the middle class and expanding opportunities for working families, while casting the former senator and secretary of state as a "tenacious fighter" able to get results, two senior advisers said Saturday.

They provided the first preview of the message that Clinton planned to convey when she launches her long-anticipated campaign on Sunday with an online video. Until now, the former first lady has offered only hints of what would drive her if she were to run a second time for the White House.

The strategy described by Clinton's advisers has echoes of President Barack Obama's 2012 re-election campaign. He framed the choice for voters as between Democrats focused on the middle class and Republicans wanting to protect the wealthy and return to policies that led to the 2008 economic collapse.

The advisers said Clinton will argue that voters have a similar choice in 2016. Clinton also intends to sell herself as being able to work with Congress, businesses and world leaders.

That approach could be perceived as a critique of Obama, Clinton's rival for the nomination in 2008. He has largely been unable to fulfill his pledge to end Washington's intense partisanship and found much of his presidency stymied by gridlock with Congress.

The Clinton advisers spoke on condition of anonymity in order to discuss her plans ahead of Sunday's announcement. People familiar with the plans say Clinton will travel to Iowa and other early-voting states to hold small events with residents in the days after the video's release.

Clinton is not expected to roll out detailed policy positions in the first weeks of her campaign. Advisers said she planned to talk about ways families can increase take-home pay, the importance of expanding early childhood education and making higher education more affordable.

It's not yet clear whether that will include a noticeable break with Obama on economic policy. The GOP has hammered Obama's approach as anti-business and insufficient in the wake of the recession. The White House says the economy has improved significantly in recent years.

The unemployment rate fell to 5.5 percent in March, but manufacturing and new home construction slowed, cheaper gas has yet to ignite consumer spending and participation in the labor force remains sluggish.

Clinton will enter the race as the overwhelming favorite for her party's nomination. Still, her team has said her early strategy is designed to avoid appearing to take that nomination for granted.

The early events will include discussions at colleges, day care centers and private homes, and stops at coffee shops and diners. After about a month of such events, Clinton will give a broader speech outlining more specifics about her rationale for running.

In 2008, Clinton followed a video announcement with a large rally in Des Moines, Iowa.

Clinton's husband, Bill, and daughter, Chelsea, are unlikely to appear at her early events. Bill Clinton, the former two-term president, said recently that he wanted to play a role as a "backstage adviser" in his wife's campaign.

Advisers said Bill Clinton has been engaged with his wife in some of the policy discussions leading up to

this weekend's rollout.

To prepare for the campaign, Clinton has spent months meeting with economic policy experts, including Heather Boushey, whose research focuses on inequality, and Teresa Ghilarducci, a labor economist and retirement policy expert. The policy development process has been overseen by aides Jake Sullivan and Dan Schwerin.

In the days before her announcement, Clinton has been holding lengthy meetings with her staff, sometimes joining them at her crowded personal offices in midtown Manhattan and other times participating by phone.

Clinton's growing team of staffers began working out of a new campaign headquarters in Brooklyn on Friday.

She is expected to reach out to donors in the coming weeks, but does not plan to headline many fundraising events over the next month.