

Dvorkin, Ariel

From: Barry, Francis
Sent: Wednesday, November 17, 2010 5:57 PM
To: 'Best Michael (Legal Services)'; Keaney Maura; Ruvolo, Jennifer
Cc: Crowell, Anthony; Walcott, Dennis; Black Cathie; Greenberger, Sharon; Wolfson, Howard; Ravitz Natalie
Subject: RE: FINAL
Attachments: 11-17 Letter from Mayor Bloomberg.pdf

IT'S OUT.

From: Best Michael (Legal Services) [mailto:MBest@schools.nyc.gov]
Sent: Wednesday, November 17, 2010 5:38 PM
To: Barry, Francis; Keaney Maura; Ruvolo, Jennifer
Cc: Crowell, Anthony; Walcott, Dennis; Black Cathie; Greenberger, Sharon; Wolfson, Howard; Ravitz Natalie
Subject: RE: FINAL

That's what Cathie says

From: Barry, Francis [mailto:FBarry@cityhall.nyc.gov]
Sent: Wednesday, November 17, 2010 5:37 PM
To: Keaney Maura; Ruvolo, Jennifer
Cc: Best Michael (Legal Services); Crowell, Anthony; Dennis Walcott; Black Cathie; Greenberger Sharon; Wolfson, Howard; Ravitz Natalie
Subject: Re: FINAL

So when she served on the board in the 80s it was Trinity COLLEGE?

From: Keaney Maura <MKeaney3@schools.nyc.gov>
To: Barry, Francis; Ruvolo, Jennifer
Cc: Best Michael (Legal Services) <MBest@schools.nyc.gov>; Crowell, Anthony; Walcott, Dennis; Black Cathie <CPBlack@schools.nyc.gov>; Greenberger, Sharon; Wolfson, Howard; Ravitz Natalie <NRavitz@schools.nyc.gov>
Sent: Wed Nov 17 17:36:12 2010
Subject: RE: FINAL

Per Cathie: Yes, but when the things referenced were done, it was college. Later in the letter we say Trinity College (now Trinity University). Do that earlier or everywhere.

From: Barry, Francis [mailto:FBarry@cityhall.nyc.gov]
Sent: Wednesday, November 17, 2010 5:35 PM
To: Keaney Maura; Ruvolo, Jennifer
Cc: Best Michael (Legal Services); Crowell, Anthony; Dennis Walcott; Black Cathie; Greenberger Sharon; Wolfson, Howard; Ravitz Natalie
Subject: Re: FINAL

I was told she was on the Trinity UNIVERSITY board. Correct?

From: Keaney Maura <MKeaney3@schools.nyc.gov>
To: Barry, Francis; Ruvolo, Jennifer
Cc: Best Michael (Legal Services) <MBest@schools.nyc.gov>; Crowell, Anthony; Walcott, Dennis; Black Cathie

<CPBlack@schools.nyc.gov>; Greenberger, Sharon; Wolfson, Howard; Ravitz Natalie <NRavitz@schools.nyc.gov>

Sent: Wed Nov 17 17:25:23 2010

Subject: Re: FINAL

Last graf pg 4, 5th line, remove fundraising, end sentence w govt relations.

Same graf, trinity college, not university (or say now trinity university, as we do later)

From: Barry, Francis [mailto:FBarry@cityhall.nyc.gov]

Sent: Wednesday, November 17, 2010 05:13 PM

To: Ruvolo, Jennifer <jruvolo@cityhall.nyc.gov>

Cc: Best Michael (Legal Services); Crowell, Anthony <ACrowell@cityhall.nyc.gov>; Dennis Walcott; Black Cathie; Keaney Maura; Greenberger Sharon; Wolfson, Howard <HWolfson@cityhall.nyc.gov>; Ravitz Natalie

Subject: FINAL

Jenny – We need to proof this and get it under MRB's pen in the next 10 minutes.



THE CITY OF NEW YORK
OFFICE OF THE MAYOR
NEW YORK, N.Y. 10007

November 17, 2010

The Honorable David M. Steiner
Commissioner of Education
New York State Education Department
Room 111
89 Washington Avenue
Albany, NY 12234

Dear Commissioner Steiner:

As you know, a top priority of our administration has been and continues to be ensuring that every child in New York City receives a high quality education and that every child is prepared to succeed in the 21st century by attending college or securing a job following graduation. Under the leadership of Joel Klein, we have made tremendous strides in transforming a system in desperate need of repair into one that truly puts children first. Now that Chancellor Klein's tenure is nearing its end, it is critical that we appoint a dynamic new leader as Chancellor, one who possesses the talent and skills required to build on our accomplishments and continue to improve our school system. I believe that Cathleen Black is the best person to meet this challenge and to provide the leadership our school system needs to carry out our reforms.

Accordingly, I write to request a School District Leader certificate for Ms. Black to serve as Chancellor of the New York City Public Schools. State Education Law section 3003(3) and 8 NYCRR Part 80-3.10(b)(3)(iii) authorize the Commissioner of Education to grant a School District Leader certificate to exceptionally qualified candidates who do not meet certain educational and training requirements, but "whose exceptional training and experience are the substantial equivalent of such requirements and qualify such persons for the duties of a superintendent of schools." I respectfully request that you grant this certificate to Ms. Black.

The New York City Schools Chancellor, as chief executive officer of the school system, must manage a \$23 billion budget and a workforce of 135,000 people, solve complex problems in the face of controversy, motivate staff, communicate with and bring together diverse constituents, manage labor relations, use data in decision making, and create and sustain a culture of change and excellence. As detailed below, Ms. Black's broad range of experience and success in business, as well as her demonstrated intelligence, integrity, versatility, leadership and management skills, and unwavering commitment to achieving excellence, amply qualify her to be Chancellor of the New York City schools.

Serving as Chancellor of the New York City schools requires the skills to address complex problems and new challenges with energy, creativity, and innovative solutions—and to build support among constituents for those solutions. Throughout her career, Ms. Black has worked to build strong relationships with colleagues and subordinates, to motivate them to succeed and hold them accountable, and to provide support and expertise where necessary. In addition, as a leader in the field of publishing, Ms. Black has deep experience seeking out the opinions of customers, and incorporating their thoughts and ideas into the organization's work. She is fully committed to conducting extensive outreach to students, parents, teachers, principals, administrators, and community groups, making them vital partners in our reform efforts.

The challenging issues facing the New York City schools demand a bold thinker who is not afraid to champion new ideas. Ms. Black is widely recognized as a visionary. At Hearst, Ms. Black was responsible for putting the company at the forefront of digital expansion by starting a digital media unit dedicated to creating and implementing online and mobile strategies. The digital unit has launched or acquired 24 websites and 10 mobile platforms. Under her leadership, the company also developed digital editions, as well as iPhone and iPad applications for many of its brands. Ms. Black will bring the same forward-thinking vision to our school system to ensure that our students are technologically advanced and able to succeed in the 21st century. She has the knowledge and experience to make data-driven decisions and to expand important Department of Education technology initiatives designed to enhance accountability and track and improve student performance, such as the Special Education Student Information System (on-line management system for special education data and documents), Achievement Reporting and Innovation System (student performance and accountability data system), and iLearnNYC (on-line learning management system).

The City's next schools chancellor will inherit an organization that has an impressive track record of success, yet is still far from satisfied with the status quo. As President and then Chairman of the iconic Hearst Magazines during a time of great change in the media world, Ms. Black spearheaded innovative strategies that produced record-breaking years for Hearst. Leading a team in producing 14 U.S. titles and nearly 200 international editions in more than 100 countries, she was responsible for the management of corporate, personnel and financial matters for Hearst magazines. Under her leadership, Hearst's portfolio expanded to include the launch of *O, The Oprah Magazine*, widely regarded as the most successful magazine launch in U.S. history, and most recently, the launch of *Food Network Magazine*, which has already soared to a circulation of 1.4 million. Other magazines under her purview include *Popular Mechanics*, *Good Housekeeping*, *Redbook*, *Harper's Bazaar*, *Country Living*, *House Beautiful*, *Seventeen*, *Marie Claire*, *Town & Country*, *Cosmopolitan*, *Veranda*, and *Esquire*. Ms. Black will bring the same tireless effort and commitment to innovation that are necessary to take our schools to the next level.

Ms. Black has always been a trailblazer. She began her career in advertising sales, first at *Holiday Magazine* and then at *Ms. Magazine* in 1972. At *Ms. Magazine* she successfully overcame the hurdles of marketing a magazine about the impact and importance of changing expectations and lives

of women. In 1979, Ms. Black broke new ground, becoming the first female publisher of a weekly consumer magazine, *New York*. In October 1983, as President and Publisher of *USA Today*, and Executive Vice President of Gannett, the parent company, Ms. Black was a major force in the success of *USA Today*, a newspaper that was innovative in its use of digital satellite technology and four-color reproduction. *USA Today* quickly became the No. 1 newspaper in the country. In the face of widespread industry skepticism, particularly from the advertising community, Ms. Black helped turn a bold idea into an enduring success in American publishing.

With difficult budget times confronting the Department of Education, we will need a leader with the skills and experience to make tough decisions and to deploy limited resources in ways that ensure the maximum possible benefit for our children. At Hearst, Ms. Black oversaw reductions in force, reorganizations, and closure of unprofitable magazines in order to preserve the financial stability of the company while at the same time driving the company to new heights. Her accomplishments are a testament to Ms. Black's ability to expertly manage and allocate resources during both flush and difficult financial times. Given the City's current fiscal situation, Ms. Black is exceptionally qualified to make the difficult financial decisions that will be required to ensure that all of our students receive a high quality education even as the Department of Education is facing significant budget cuts.

A schools Chancellor also must confront legal and contractual challenges. As the CEO of a major organization, Ms. Black has extensive experience in complex legal matters requiring knowledge of state and federal laws and regulations. At Hearst, she has dealt with a range of intellectual property issues including copyright, trademark and libel, and has worked on legislative initiatives relating to privacy, data security and shield laws. Having managed reductions in force and other terminations, she is well-versed in employment discrimination laws. She was also directly involved in negotiating employment contracts for senior executives, and has dealt with various commercial disputes and anti-trust issues. Ms. Black also has extensive personal experience in the art of negotiation and compromise. In 1991, following seven-plus years at *USA Today*, Ms. Black was hired to be the president of the American Newspaper Publishers Association (ANPA), the major publishing trade association representing the North American newspaper industry. As president, she merged two formerly duplicative trade associations, the ANPA and the Newspaper Advertising Bureau, into a new association, the Newspaper Association of America (NAA). Convincing newspaper owners, CEOs, and publishers to join the association required skill in negotiation, and involved compromise and accommodation. By bringing together diverse constituencies, she created a more streamlined and effective organization that was responsive to the needs of the industry and provided a platform for public policy discussion and industry lobbying efforts.

As New York City continues moving forward with the largest school capital plan in its history, Ms. Black brings extensive experience developing facilities and making capital improvements. As a longtime trustee of the University of Notre Dame, she has been involved in development and facilities issues during a period of unprecedented growth, including campus-wide renovations and improvements, and new construction projects. While at Hearst, Ms. Black was an active and engaged

member of the six-person Hearst team that selected the architect and oversaw the construction of the 46-story Hearst Tower that was erected near Columbus Circle, completed in 2006. The Hearst Tower, which was the first skyscraper to break ground in New York City after September 11, 2001, has garnered world-wide acclaim and awards, and was New York City's first occupied Gold LEED (the standard for green building design) certified skyscraper. In a school system with 1,200 buildings and growing facilities needs, she will dedicate herself to overseeing repair and expansion efforts in order to meet the needs of our students and staff.

Long recognized as an influential business leader, Ms. Black has served with distinction on the boards of IBM, the United Way and the Coca-Cola Company, and was chairman of the Magazine Publishers of America. As a Board member of IBM, Ms. Black chaired the Corporate Governance Committee, where she was involved in numerous issues of public policy on a global scale, including workforce diversity, emerging issues in growth markets, and environmental and community support. In addition, she made recommendations regarding legislative developments affecting the company. She is also a Board member of the Advertising Council and a member of Council on Foreign Relations. Earlier on, she was on the Board of United Way during a time of great turmoil. She chaired a committee focused on governance changes, and grappled with the oversight issues inherent in coordinating the efforts of a large national organization with many local chapters. Her efforts resulted in a much more transparent and accountable organization.

In addition to her corporate experience, Ms. Black has experience in education. As a Trustee at the University of Notre Dame, she has been involved in educational issues impacting the university, and in approving curriculum changes and high level institutional appointments. She serves on the Board's University Relations and Public Affairs and Communications Committee, and is involved in public affairs, including community outreach and governmental relations. At the Harlem Village Academies Charter School, where she serves on the Advisory Council, she has been a mentor to school leadership. She also serves as a Trustee of the Kent School, a 500 student boarding school in Kent, Connecticut. From 1983 to 1989, Ms. Black served on the Board of Trustees of Trinity University, where she played a central role in focusing the Board's thinking about change and growth during a critical period of transformation. She also chaired both a Presidential search committee and a committee on restructuring, which undertook the considerable task of developing a series of recommendations for reorganizing Trinity's business model, academic programs and delivery systems. In addition, she partnered with several other board members in examining the women's college identity of Trinity, and exploring options for change. The board chose to sustain Trinity's focus on women's education while also expanding programs at night and on weekends to serve working adults, a model that led the way for many other adult education programs at other colleges and universities. Ms. Black also has lectured at numerous colleges and universities across the nation, including the Yale School of Management, New York University, and the Medill School of Journalism at Northwestern University, speaking on such topics as journalism careers and the advancement of women in the workplace.

In addition to her work in the field of education, Ms. Black has demonstrated dedication to the public and non-profit arena. For instance, she served on the host committee for the 2010 National Conference on Volunteering and Service, the world's largest gathering of service and volunteer leaders. In recognition of her accomplishments as an innovative leader, Ms. Black served on "The New York Forum," which brought together business leaders, policy makers and Nobel prize-winning economists to develop new business models in light of changing global markets and technology. Last spring, Ms. Black traveled to Detroit with First Lady Michelle Obama as part of the White House's program to promote youth leadership and mentoring. Ms. Black is a prominent participant in *The Glow Project*, a philanthropic and documentary film project aimed at empowering women and helping them overcome seemingly insurmountable goals. She has worked with the Literacy Partners and the American Legacy Foundation in designing a public service campaign to encourage women to quit smoking. In 2009, the Preservation Resource Center of New Orleans presented its New Orleans Citizenship Award to Ms. Black for her leadership in donating time, resources, and volunteers to help New Orleans recover and rebuild in the aftermath of hurricane Katrina. She also is a member of the Council on Foreign Relations. These accomplishments demonstrate Ms. Black's commitment to making community outreach, engagement, and volunteerism a vital part of the educational mission.

Ms. Black is the recipient of numerous awards, exemplifying her commitment to achieving excellence. These awards include a Lifetime Achievement Award (The Henry Johnson Fisher Award) from the Magazine Publishers of America and the American Society of Magazine Editors, the Freedom Forum Person of the Year Award for outstanding accomplishments as a trailblazer, innovator, entrepreneur and champion of free press and speech, and the NOW Legal Defense and Education Fund Award. She was named Corporate Publisher of the Year by *The Delaney Report* and Publishing Executive of the Year by *Advertising Age*, and received the Mustang Award for outstanding media leaders from the *Media Industry Newsletter*.

Ms. Black is the author of a best selling book, Basic Black: The Essential Guide for Getting Ahead at Work (and in Life), which addresses issues of aspiration, resilience, change and re-invention. She has also been included on *Fortune* magazine's "50 Most Powerful Women in Business" list every year from 1998-2009, *Crain's New York Business* list of "100 Most Influential Women in Business," the *New York Post's* list of "New York's 50 Most Powerful Women," and *Forbes Magazine's* list of "The 100 Most Powerful Women."

Ms. Black holds a Bachelor of Arts in English from Trinity College (now Trinity University) in Washington, D.C., and served on the Trinity Board of Trustees from 1983-1989. She also has been awarded honorary degrees from several colleges and universities, including Loyola University-New Orleans (Doctor of Humane Letters), Hamilton College (Doctor of Laws), Ithaca College (Doctor of Humane Letters), Trinity College (Doctor of Laws), Saint Mary's College-Notre Dame (Doctor of Letters), and Lehigh University (Doctor of Humane Letters).

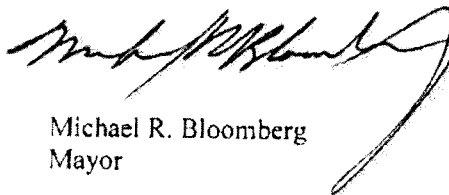
Throughout her career and in each of her endeavors, Ms. Black has recognized the importance of diversity in education and in the workplace. As a Board member at Notre Dame, she has been engaged in a variety of initiatives designed to recruit a diverse student body. At IBM, she was involved in workforce diversity issues. At Hearst, she implemented recruitment strategies designed to promote diversity including establishing a summer internship program for college students that attracts more than 200 students each year, and developing an internal mentoring program. As Chancellor, Ms. Black will bring her strong commitment and expertise to expand opportunities in our multi-cultural school system.

In light of these extraordinary skills and accomplishments, I asked Cathie to give up her career in the private sector to serve as Chancellor of the New York City Public Schools. During the last eight years, our school system has made unprecedented progress. Now, our school system demands an innovative leader with a proven track record of success who can immediately step in, consolidate our gains, and aggressively continue our reform efforts by effectively working together with students, teachers, administrators, parents, and community groups. I have the utmost confidence that Cathie Black is that leader. As a world-recognized business leader and trustee of one of America's greatest universities, Ms. Black has first-hand knowledge of the demands and challenges of today's workplace and the skills necessary for our students to succeed both in college and the job market.

Ms. Black is eager to embark on the next phase of her career by devoting all of her energy and talent to ensuring that our school system provides a top quality education for all children that meets rigorous state standards for college readiness. Her preparation and four decades of work experience, as well as her accomplishments in the business and non-profit arenas, are substantially equivalent to the certification requirements set forth in law, and make her exceptionally well-qualified for and prepared to assume the duties of Chancellor of the New York school system.¹

Thank you for your consideration.

Sincerely,



Michael R. Bloomberg
Mayor

¹ Ms. Black is aware of the requirement for child abuse and school violence prevention training, and will complete that coursework expeditiously.

Dvorkin, Ariel

From: Best Michael (Legal Services) [MBest@schools.nyc.gov]
Sent: Wednesday, November 17, 2010 3:27 PM
To: Crowell, Anthony; Barry, Francis; Wolfson, Howard; Walcott, Dennis
Cc: Black Cathie; Ravitz Natalie; Keaney Maura; Greenberger, Sharon
Subject: FINAL DOE VERSION--C BLACK LETTER
Attachments: Waiver--Cathie Black 3.doc

Importance: High

This is our final draft—it is now CH's to work with.

I am going to brig over her CV, Transcript and application, with application fee. To whom shall I bring them.

AC and I discussed emailing letter this afternoon, once signed, and having someone deliver to Albany by hand in the AM.

From: Greenfield Robin
Sent: Wednesday, November 17, 2010 3:23 PM
To: Best Michael (Legal Services)
Subject: ok this is really the final
Importance: High

Pls send to CH. I am done (for now). I think Cathie should read the real final before it is sent.

CONFIDENTIAL DRAFT

November 17, 2010

Honorable David M. Steiner
Commissioner of Education
New York State Education Department
Room 111
89 Washington Avenue
Albany, NY 12234

Dear Commissioner Steiner:

As you know, a top priority of our administration has been and continues to be ensuring that every child in New York City receives a high quality education and that every child is prepared to succeed in the 21st century by attending college or securing a job following graduation. Under the leadership of Joel Klein, we have made tremendous strides in transforming a system in desperate need of repair into one that truly puts children first. Now that Chancellor Klein's tenure is nearing its end, it is critical that we appoint a dynamic new leader as Chancellor, one who possesses the talent and skills required to build on our accomplishments and continue to improve our school system. I believe that Cathleen Black is the best person to meet this challenge and to provide the leadership our school system needs to carry out our reforms.

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Ms. Black also has extensive personal experience in the art of negotiation and compromise. In 1991, following seven-plus years at *USA Today*, Ms. Black was hired to be the president of the American Newspaper Publishers Association (ANPA), the major publishing trade association representing the North American newspaper industry. As president, she merged two formerly competing trade associations, the ANPA and the Newspaper Advertising Bureau, into a new association, the Newspaper Association of America (NAA). Convincing newspaper owners, CEOs, and publishers to join the association required skill in negotiation, and involved

compromise and accommodation. By bringing together diverse constituencies, she created a more streamlined and effective organization that was responsive to the needs of the industry and provided a platform for public policy discussion and industry lobbying efforts.

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Ms. Black also has lectured at numerous colleges and universities across the nation, including the Yale School of Management, New York University, and the Medill School of Journalism at Northwestern University, speaking on such topics as journalism careers and the advancement of women in the workplace.

In addition to her work in the field of education, Ms. Black has demonstrated dedication to the public and non-profit arena. For instance, she served on the host committee for the 2010 National Conference on Volunteering and Service, the world's largest gathering of service and volunteer leaders. In recognition of her accomplishments as an innovative leader, Ms. Black served on "The New York Forum," which brought together business leaders, policy makers and Nobel prize-winning economists to develop new business models in light of changing global markets and technology. Last spring, Ms. Black traveled to Detroit with First Lady Michelle Obama as part of the White House's program to promote youth leadership and mentoring. Ms. Black is a prominent participant in *The Glow Project*, a philanthropic and documentary film project aimed at empowering women and helping them overcome seemingly insurmountable goals. She has worked with the Literacy Partners and the American Legacy Foundation in designing a public service campaign to encourage women to quit smoking. In 2009, the Preservation Resource Center of New Orleans presented its New Orleans Citizenship Award to Ms. Black for her leadership in donating time, resources, and volunteers to help New Orleans recover and rebuild in the aftermath of hurricane Katrina. She also is a member of the Council on Foreign Relations. These accomplishments demonstrate Ms. Black's commitment to making community outreach, engagement, and volunteerism a vital part of the educational mission.

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universities, including Loyola University-New Orleans (Doctor of Humane Letters), Hamilton College (Doctor of Laws), Ithaca College (Doctor of Humane Letters), Trinity College (Doctor of Laws), Saint Mary's College-Notre Dame (Doctor of Letters), and Lehigh University (Doctor of Humane Letters).

Throughout her career and in each of her endeavors, Ms. Black has recognized the importance of diversity in education and in the workplace. As a Board member at Notre Dame, she has been engaged in a variety of initiatives designed to recruit a diverse student body. At IBM, she was involved in workforce diversity issues. At Hearst, she implemented recruitment strategies designed to promote diversity including establishing a summer internship program for college students that attracts more than 200 students each year, and developing an internal mentoring program. As Chancellor, Ms. Black will bring her strong commitment and expertise to expand opportunities in our multi-cultural school system.

In light of these extraordinary skills and accomplishments, I asked Cathie Black to give up her career in the private sector to serve as Chancellor of the New York City Public Schools. During the last eight years, our school system has made unprecedented progress. Our school system demands an innovative leader with a proven track record of success who can immediately step in, consolidate our gains, and aggressively continue our reform efforts by effectively working together with students, teachers, administrators, parents, and community groups. I have the utmost confidence that Cathie Black is that leader. As a world recognized business leader and trustee of one of America's greatest universities, Ms. Black has first-hand knowledge of the demands and challenges of today's workplace and the skills necessary for our students to succeed both in college and the job market. Ms. Black is eager to embark on the next phase of her career by devoting all of her energy and talent to ensuring that our school system provides a top quality education for all children that meets rigorous state standards for college readiness. Her preparation and four decades of work experience, as well as her accomplishments in the business and non-profit arenas, are substantially equivalent to the certification requirements set forth in law, and make her exceptionally well-qualified for and prepared to assume the duties of Chancellor of the New York school system.¹

Thank you for your consideration.

Sincerely,

¹ Ms. Black is aware of the requirement for child abuse and school violence prevention training, and will complete that coursework expeditiously.

Michael R. Bloomberg

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Wednesday, November 03, 2010 8:18 AM
To: Harris, Patti

Would like to talk about sharon and dennis. What's a good time today? Mb very high on them. When I asked if sharon would have wanted the position both mayor, you and bob said no quite clearly. In my experience, it is rarely the case that no. 2 doesn't want no. 1! Just better for me to know if she is crushed.
Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Wednesday, November 03, 2010 10:40 AM
To: Harris, Patti
Subject: Re:

Any chance btw 2:15-4?
Sent from AT&T BlackBerry Device

From: Harris, Patti <PHarris@cityhall.nyc.gov>
To: Black, Cathleen P
Sent: Wed Nov 03 08:39:52 2010
Subject: Re:

Any time between 10 and 12 works for me. Let me know if that's good

From: Black, Cathleen P <cpblack@hearst.com>
To: Harris, Patti
Sent: Wed Nov 03 08:17:36 2010
Subject:

Would like to talk about sharon and dennis. What's a good time today? Mb very high on them. When I asked if sharon would have wanted the position both mayor, you and bob said no quite clearly. In my experience, it is rarely the case that no. 2 doesn't want no. 1! Just better for me to know if she is crushed.
Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Wednesday, November 03, 2010 12:06 PM
To: Harris, Patti
Subject: Re:

Ok. Will call you on cell. Thanks.
Sent from AT&T BlackBerry Device

From: Harris, Patti <PHarris@cityhall.nyc.gov>
To: Black, Cathleen P
Sent: Wed Nov 03 11:59:53 2010
Subject: RE:

Yes, 3:15 works for me. Call my cell [REDACTED] or give me a number and I will call you.

From: Black, Cathleen P [mailto:cpblack@hearst.com]
Sent: Wednesday, November 03, 2010 10:40 AM
To: Harris, Patti
Subject: Re:

Any chance btw 2:15-4?
Sent from AT&T BlackBerry Device

From: Harris, Patti <PHarris@cityhall.nyc.gov>
To: Black, Cathleen P
Sent: Wed Nov 03 08:39:52 2010
Subject: Re:

Any time between 10 and 12 works for me. Let me know if that's good

From: Black, Cathleen P <cpblack@hearst.com>
To: Harris, Patti
Sent: Wed Nov 03 08:17:36 2010
Subject:

Would like to talk about sharon and dennis. What's a good time today? Mb very high on them. When I asked if sharon would have wanted the position both mayor, you and bob said no quite clearly. In my experience, it is rarely the case that no. 2 doesn't want no. 1! Just better for me to know if she is crushed.
Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Monday, November 15, 2010 10:29 PM
To: Walcott, Dennis
Subject: Fw: Undeliverable: Delivery Status Notification (Failure)

Sent from AT&T BlackBerry Device

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

From: System Administrator
To: dwalcott@citygov.nyc.com <dwalcott@citygov.nyc.com>
Sent: Mon Nov 15 18:19:37 2010
Subject: Undeliverable: Delivery Status Notification (Failure)

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Monday, November 15, 2010 6:19 PM
To: dwalcott@citygov.nyc.com

Did you talk to gayle aboit oprah?
Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Monday, November 15, 2010 10:52 PM
To: Walcott, Dennis
Subject: Fw: Undeliverable: Fw: Dennis
Attachments: Fw: Dennis

Sent from AT&T BlackBerry Device

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

From: System Administrator
To: dwalcott@citygov.nyc.com <dwalcott@citygov.nyc.com>
Sent: Mon Nov 15 22:48:59 2010
Subject: Undeliverable: Fw: Dennis

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Monday, November 15, 2010 11:05 PM
To: Walcott, Dennis
Subject: Re: Undeliverable: Fw: Dennis

Of course. As always!!
Sent from AT&T BlackBerry Device

From: Walcott, Dennis <DWalcott@cityhall.nyc.gov>
To: Black, Cathleen P
Sent: Mon Nov 15 23:00:10 2010
Subject: Re: Undeliverable: Fw: Dennis

Just read the bottom of the email chain. You can let her know I called 10 minutes after the interrupted cell phone call and was told she was in a meeting. Left my cell phone #.

From: Black, Cathleen P <cpblack@hearst.com>
To: Walcott, Dennis
Sent: Mon Nov 15 22:51:43 2010
Subject: Fw: Undeliverable: Fw: Dennis

Sent from AT&T BlackBerry Device

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

From: System Administrator
To: dwalcott@citygov.nyc.com <dwalcott@citygov.nyc.com>
Sent: Mon Nov 15 22:48:59 2010
Subject: Undeliverable: Fw: Dennis

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Monday, November 15, 2010 11:14 PM
To: Walcott, Dennis
Subject: Fw: Undeliverable: Fw: Dennis
Attachments: Fw: Dennis

Sent from AT&T BlackBerry Device

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

From: System Administrator
To: dwalcott@citygov.nyc.com <dwalcott@citygov.nyc.com>
Sent: Mon Nov 15 22:23:01 2010
Subject: Undeliverable: Fw: Dennis

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Tuesday, November 16, 2010 8:08 AM
To: [REDACTED]; Lasher, Micah; Walcott, Dennis

Is our strategy working? Based on nyt this am do we have to take another course? Or hold steady? I am ok, honestly. Just need verification! Nice quote from mulgrew. Should I call to thank?
Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Wednesday, November 17, 2010 8:51 PM
To: Harris, Patti; Lasher, Micah; mkeaney3@schools.nyc.gov; Klein, Joel
Subject: Caroline kennedy

Does anyone have her contact info?
Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Keaney Maura [MKeaney3@schools.nyc.gov]
Sent: Wednesday, November 17, 2010 9:05 PM
To: cpblack@hearst.com; Harris, Patti; Lasher, Micah; Klein, Joel
Subject: Re: Caroline kennedy

[REDACTED]
[REDACTED]

From: Black, Cathleen P [mailto:cpblack@hearst.com]
Sent: Wednesday, November 17, 2010 08:50 PM
To: pharris@cityhall.nyc.gov <pharris@cityhall.nyc.gov>; mlasher@cityhall.nyc.gov <mlasher@cityhall.nyc.gov>; Keaney Maura; Klein Joel I.
Subject: Caroline kennedy

Does anyone have her contact info?
Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Keaney Maura [MKeaney3@schools.nyc.gov]
Sent: Thursday, November 11, 2010 7:51 PM
To: Black Cathie; Ravitz Natalie
Cc: GREENBERGER SHARON; Walcott, Dennis
Subject: RE: Checking in...
Attachments: CB calls 11.11.xls

List attached. Mostly elected officials, and mostly city ones. If you can track status of call and send back to keep us up to date, that'd be great.

After you cycle through these calls, we'll send more electeds -- assembly, state senators, congressmembers -- as well as members of the Panel on Educational Policy, ministers and community leaders.

While Natalie is running media, I'll coordinate this.

Thanks!

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

From: Black Cathie
Sent: Thu 11/11/2010 6:56 PM
To: Ravitz Natalie; Keaney Maura
Cc: GREENBERGER SHARON
Subject: Checking in...

Have been catching up w emails. Just to close the loop...I don't recall seeing another list of "to calls" following the first that dennis prepared and that I sent you an update on yesterday. Also had call into sec duncan but we have not connected. What about randi w? Others?

Name	Phone	Status of call	Position	District	Notes
John Liu	[REDACTED]		City Comptroller State		audits us, not friendly to joel, but very open quote about you on Thursday
Tom DiNapoli	[REDACTED]		Comptroller City Public	NYC	audits us, has an open audit now on discharge rate (students leaving the system to move elsewhere) v dropout rate
Bill DeBlasio	[REDACTED]		Advocate Democratic	NYS Central	concerned about PCBs in schools and support for struggling students
John Sampson	[REDACTED]		leader in the Republican	Brooklyn Long	helpful in lifting the charter cap last year, if Dems hold control of the State Senate (not likely), he'll be the Majority leader
Dean Skelos	[REDACTED]		leader in the chair of the Senate	Island	If Republicans take control of the Senate, he'll be the majority leader
Suzu Oppenheimer	[REDACTED]		Education Committee Boro	Westchest er	In a tight re-election battle. Up a few hundred votes, but race has not been called yet. If Dems stay in control in the Senate, she'll likely stay the ed cmt chair
Scott Stringer	[REDACTED]		President Boro	Manhattan	Appoints member to the PEP - Patrick Sullivan, who is not a team player. Trying to score political and press points off us right now on bed bugs, among other things
Helena Marshall	[REDACTED]		President Boro	Queens	Appoints member to the PEP - Dmytro (Dim-me-tro) Fedkowsky
Ruben Diaz	[REDACTED]		President Boro	Bronx	Appoints member to the PEP - Monica Major; Concerned about Bronx schools and phase-out, parent engagement
Marty Markowitz	[REDACTED]		President Boro	Brooklyn Staten	Appoints member to the PEP - Ghuberni (Boo-ben-may) Okotieur
Jim Molinaro	[REDACTED]		President State	Island	Appoints member to the PEP - Joan Corrales; concerned about special ed and autism
Andrew Lanza	[REDACTED]		Senator State	Island south	If Republicans control the Senate, he will play an important role for NYC
Marty Golden	[REDACTED]		Senator President, AFT	Brooklyn	If Republicans control the Senate, he will play an important role for NYC
Randi Weingarten	[REDACTED]		Arne Duncan's Councilme mber	SE Queens - Jamaica South	Council Leadership
Peter Cunningham	[REDACTED]		Councilme mber	Bronx	Council leadership; opposed to co-locating charters in Harlem, Eva Moskowitz/Harlem Success
Leroy Comrie	[REDACTED]		Councilme mber	Harlem south	Council leadership; opposed to co-locating charters in Harlem, Eva Moskowitz/Harlem Success
Joel Rivera	[REDACTED]		Councilme mber	Brooklyn South	Council leadership; chair of the Council youth committee, concerned about runaway, LGBT; not a fan of the DOE currently
Inez Dickens	[REDACTED]		Councilme mber	Bronx south	Council leadership; co-chair of the Black, Latino & Asian caucus
Lew Fidler	[REDACTED]		Councilme mber	Brooklyn south	Chair of the Council Finance Committee; concerned about his alma mater, John Dewey, which is being considered for replacement, and about gifted & talented programs in Coney Island
Maria del Carmen Arroyo	[REDACTED]		Councilme mber	Brooklyn	
Domine Recchia	[REDACTED]				

Dvorkin, Ariel

From: Lasher, Micah
Sent: Wednesday, November 17, 2010 8:54 PM
To: 'cpblack@hearst.com'; Harris, Patti; 'mkeaney3@schools.nyc.gov'; Klein, Joel
Subject: Re: Caroline kennedy

What I have: [REDACTED]

Micah C. Lasher
Director of State Legislative Affairs | City of New York
(212) 788-8820 or (518) 447-5200
mlasher@cityhall.nyc.gov

From: Black, Cathleen P <cpblack@hearst.com>
To: Harris, Patti; Lasher, Micah; mkeaney3@schools.nyc.gov <mkeaney3@schools.nyc.gov>; Klein, Joel
Sent: Wed Nov 17 20:50:42 2010
Subject: Caroline kennedy

Does anyone have her contact info?
Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Lasher, Micah
Sent: Tuesday, November 16, 2010 8:10 AM
To: 'cpblack@hearst.com'; [REDACTED]; Walcott, Dennis
Subject: Re:

All our focus needs to be on getting allies to come out in support and on getting you prepared for a debut as soon as possible. We will make a few more base-covering calls, but clearly the political community will do what they will do. We will be fine.

Micah C. Lasher
Director of State Legislative Affairs | City of New York
(212) 788-8820 or (518) 447-5200
mlasher@cityhall.nyc.gov

From: Black, Cathleen P <cpblack@hearst.com>
To: [REDACTED]; Lasher, Micah; Walcott, Dennis
Sent: Tue Nov 16 08:07:50 2010
Subject:

Is our strategy working? Based on nyt this am do we have to take another course? Or hold steady? I am ok, honestly. Just need verification! Nice quote from mulgrew. Should I call to thank?
Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Ravitz Natalie [NRavitz@schools.nyc.gov]
Sent: Friday, November 12, 2010 2:12 PM
To: cpblack@hearst.com
Cc: Walcott, Dennis; Best Michael (Legal Services)
Subject: Re:

Cc'd both here

From: Black, Cathleen P [mailto:cpblack@hearst.com]
Sent: Friday, November 12, 2010 02:09 PM
To: Ravitz Natalie
Subject:

What is email for dennis and mike best?
Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Harris, Patti
Sent: Wednesday, November 03, 2010 12:00 PM
To: Black, Cathleen P
Subject: RE:

Yes, 3:15 works for me. Call my cell [REDACTED] or give me a number and I will call you.

From: Black, Cathleen P [mailto:cpblack@hearst.com]
Sent: Wednesday, November 03, 2010 10:40 AM
To: Harris, Patti
Subject: Re:

Any chance btw 2:15-4?
Sent from AT&T BlackBerry Device

From: Harris, Patti <PHarris@cityhall.nyc.gov>
To: Black, Cathleen P
Sent: Wed Nov 03 08:39:52 2010
Subject: Re:


Any time between 10 and 12 works for me. Let me know if that's good

From: Black, Cathleen P <cpblack@hearst.com>
To: Harris, Patti
Sent: Wed Nov 03 08:17:36 2010
Subject:

Would like to talk about sharon and dennis. What's a good time today? Mb very high on them. When I asked if sharon would have wanted the position both mayor, you and bob said no quite clearly. In my experience, it is rarely the case that no. 2 doesn't want no. 1!
Just better for me to know if she is crushed.
Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Harris, Patti
Sent: Wednesday, November 17, 2010 10:44 PM
To: 'cpblack@hearst.com'
Cc: Lasher, Micah; 'mkeaney3@schools.nyc.gov'
Subject: Re: Caroline kennedy



From: Black, Cathleen P <cpblack@hearst.com>
To: Harris, Patti; Lasher, Micah; mkeaney3@schools.nyc.gov <mkeaney3@schools.nyc.gov>; Klein, Joel
Sent: Wed Nov 17 20:50:42 2010
Subject: Caroline kennedy

Does anyone have her contact info?
Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Walcott, Dennis
Sent: Monday, November 15, 2010 11:00 PM
To: 'cpblack@hearst.com'
Subject: Re: Undeliverable: Fw: Dennis

Just read the bottom of the email chain. You can let her know I called 10 minutes after the interrupted cell phone call and was told she was in a meeting. Left my cell phone #.

From: Black, Cathleen P <cpblack@hearst.com>
To: Walcott, Dennis
Sent: Mon Nov 15 22:51:43 2010
Subject: Fw: Undeliverable: Fw: Dennis

Sent from AT&T BlackBerry Device

----- Original Message -----
From: System Administrator
To: dwalcott@citygov.nyc.com <dwalcott@citygov.nyc.com>
Sent: Mon Nov 15 22:48:59 2010
Subject: Undeliverable: Fw: Dennis

Dvorkin, Ariel

From: Walcott, Dennis
Sent: Thursday, November 18, 2010 5:28 PM
To: cpblack@schools.nyc.gov
Subject: FW: MAYOR BLOOMBERG RELEASES NOVEMBER FINANCIAL PLAN UPDATE
Attachments: 477-10 (Budget Mod).doc

Not sure if I sent this to you.

From: LaVorgna, Marc
Sent: Thursday, November 18, 2010 12:53 PM
To: LaVorgna, Marc
Subject: MAYOR BLOOMBERG RELEASES NOVEMBER FINANCIAL PLAN UPDATE

FOR IMMEDIATE RELEASE

November 18, 2010

No. 477

www.nyc.gov

MAYOR BLOOMBERG RELEASES NOVEMBER FINANCIAL PLAN UPDATE

\$1.6 Billion in New Budget Gap Closing Actions; Cumulative Gap Closing Actions Over Last Two Years Saved \$5.2 Billion

Hiring will Continue to be Limited; Only One Employee Hired for Every Two that Depart for Most Positions

Budget Gap of \$2.4 Billion Remains for Next Year – Additional Cuts, Revenue Increases or Economic Growth will be Required to Balance Next Year's Budget

Mayor Michael R. Bloomberg today released the City's November Financial Plan for Fiscal Year 2011 and an updated four-year financial plan. In September, Mayor Bloomberg ordered a partial hiring freeze and directed City agencies to submit proposals to help eliminate the budget gap for the next fiscal year – Fiscal Year 2012 – that begins on July 1, 2011. As a result, City agencies will be taking \$585 million of new budget gap closing actions in the current fiscal year and \$1 billion of new budget gap closing actions in Fiscal Year 2012. The budget gap closing actions have reduced the Fiscal Year 2012 budget deficit from \$3.3 billion to \$2.4 billion. City agencies will continue to be limited in hiring employees, with agencies only permitted to hire one employee for every two that leave, if resources are available. Hiring will continue for positions immediately impacting public health and safety, positions that generate revenue or positions that are not funded with City tax dollars. The November Financial Plan increases City funding for the Department of Education to replace \$853 million of expiring Federal stimulus dollars.

"We've kept the City's financial house in order through these difficult times by planning ahead and never shying away from making the hard decisions, and our current budget remains balanced because of that sound approach," said Mayor Bloomberg. "But we face a significant challenge for next year, as Federal stimulus dollars run dry and the city still suffers from the impacts of the national economic downturn. We began working to attack next year's deficit immediately after passing this year's balanced budget, and there is still more work to do. More spending reductions are going to be necessary, and we have to continue to reduce the

number of employees we have by not filling positions – we simply cannot afford the size of our current workforce.”

In January, the Mayor will present the Preliminary Budget for Fiscal Year 2012, which will detail the City’s initial plan to balance the Fiscal Year 2012 budget, as required by the New York City Charter.

Department of Education

The November Financial Plan replaces \$853 million of expiring Federal stimulus funding at the Department of Education with City funding in Fiscal Year 2012 and the out years of the plan. The City’s July 2010 Financial Plan had assumed that the Department of Education would lose nearly 10,000 teachers. Even with the influx of new City dollars to cover the loss of stimulus funding, the Department of Education will face a loss of 6,166 teaching positions in Fiscal Year 2012 in the updated Financial Plan.

Expense Increases

The November Financial Plan reflects higher pension expenses than were assumed in the July 2010 Financial Plan, due to anticipated changes to pension assumptions and methods, which are expected to be made by the New York City Office of the Actuary and would take effect in Fiscal Year 2012. The changes are expected to increase costs in Fiscal Year 2012 by \$1 billion.

The current plan also reflects an increase in Medicaid costs. The July 2010 Financial Plan included savings from an extension of the Federal Medical Assistance Percentages (FMAP) program. A lower than expected benefit was passed by Congress, resulting in a \$180 million cost increase for the City.

Agency Gap Closing Actions

This is the ninth round of budget gap closing actions City agencies have been required to undertake in recent years. The cumulative impact of the last two years of gap closing actions and the latest round of actions is \$5.2 billion in savings for Fiscal Year 2012.

Examples of the latest round of City agency budget gap closing actions include:

Police Department:

- Eliminate 350 civilian positions.
- Reduce funding for maintenance of police vehicles by extending the fleet lifecycle.

Fire Department:

- Redeploy staffing at 20 fire companies overnight.

Department of Correction:

- Eliminate 51 correction officer positions.

Department of Sanitation:

- Eliminate 200 supervisor posts and redeploy to frontline sanitation worker positions.

Administration for Children’s Services:

- Reduce homemaking services.
- Eliminate 80 vacant Child Protective Supervisor and other managerial positions.
- Reduce administrative and support staff through 118 layoffs.

- Increase Child Care Copayments.

Human Resources Administration/Department of Social Services:

- Eliminate 96 currently vacant positions.

Department of Homeless Services:

- Eliminate 15 percent of security guards in directly-operated family shelters.

Department of Youth and Community Development:

- Reduce Summer Youth Employment slots by 2,140.
- Reduce Out of School Time holiday programs by five days or nearly 30 percent.
- Reduce funding to 66 Beacon schools by 10 percent.

Department of Health and Mental Hygiene:

- Eliminate City funding for Mental Retardation and Developmental Disability clinical programs.
- Eliminate supplemental funding for two school-based health centers.

Libraries:

- Reduce subsidies by \$20 million, reducing the average days of service per week by approximately one day per week citywide.

Department of Cultural Affairs:

- Reduce subsidies by \$8.8 million resulting in approximately 190 layoffs at cultural institutions.

Department of Aging:

- Eliminate 14 staff positions.
- Reduce funding for case management and restructure services.

Department of Probation:

- Lay off 57 employees.

Department of Housing Preservation and Development:

- Lay off 14 housing supervision employees.

Department of Finance:

- Lay off 129 employees to consolidate and modernize organizational units and create efficiencies.

Department of Transportation:

- Lay off 35 managerial, administrative, clerical and planning employees.
- Lay off for one week 641 Street Maintenance and Arterial Resurfacing employees, resulting in 9,000 fewer potholes being filled.

Department of Parks and Recreation:

- Reduce the work year from 12 months to 9 months for 1,468 full-time positions to conform with the lighter workload in winter months.
- Eliminate 15 percent of seasonal staff positions.

Department of Education:

- Reduce funding by \$350 million.

Civilian Complaint Review Board:

- Eliminate 3 investigative staff positions.

Department of Information Technology and Telecommunications:

- Eliminate 59 call taker positions at 311 through attrition.

Headcount Reduction

The new budget gap closing actions used to reduce the City's budget deficit for next year will require a reduction in City headcount of 2,102 employees in the current fiscal year, 2011, and 8,264 in Fiscal Year 2012. The headcount reductions include 889 layoffs in Fiscal Year 2011 and 5,312 layoffs in Fiscal Year 2012.

Budget Gaps

The City's budget for the current year, Fiscal Year 2011, remains balanced. The budget gap in Fiscal Year 2012 is now forecast to be \$2.4 billion, down \$900 million from the most recent forecast in July.

The budget gap closing actions detailed in the November Financial Plan will help to reduce budget gaps in the remaining years of the Financial Plan, but the City still faces significant deficits in future. The budget gap for Fiscal Year 2013 is currently forecast to be \$4.8 billion and the budget gap for Fiscal Year 2014 is currently forecast to be \$5.6 billion.

-30-

Contact: Stu Loeser / Marc La Vorgna

(212) 788-2958

Dvorkin, Ariel

From: Walcott, Dennis
Sent: Thursday, November 18, 2010 3:54 PM
To: cpblack@schools.nyc.gov
Subject: FW: Oprah knocked crime off the cover of the Daily News
Attachments: oprah[1].PDF

FYI

From: Loeser, Stu
Sent: Thursday, November 18, 2010 3:52 PM
To: 'Ravitz Natalie'; Keaney Maura; Walcott, Dennis; Wolfson, Howard; Lasher, Micah; Scaperotti, Jessica
Subject: Oprah knocked crime off the cover of the Daily News

Walking past a newsstand this afternoon, I was surprised to learn that we succeeded in have Oprah knock a crime story off the cover of the News today – at least in the edition that's sold on the streets.

Surprise!

See attach.

EXCLUSIVE READER CONTEST

BE A WINNER!

UNIVERSAL
Orlando

TO UNIVERSAL
ORLANDO
PAGE 21

50¢ • NYDailyNews.com

SPORTS FINAL

Shows, 55/39, Thursday, November 18, 2010

DAILY NEWS

NEW YORK'S HOMETOWN NEWSPAPER



O BACKS CATHIE



Talk-show queen gushes over Bloomy's controversial pick

Dvorkin, Ariel

From: Walcott, Dennis
Sent: Thursday, November 18, 2010 10:14 AM
To: cpblack@schools.nyc.gov
Subject: FW: Budget Release
Attachments: xxx-10 (Budget Mod).doc

FYI

From: LaVorgna, Marc
Sent: Thursday, November 18, 2010 10:00 AM
To: Loeser, Stu; Walcott, Dennis
Subject: Budget Release

Current draft.

MAYOR BLOOMBERG RELEASES NOVEMBER FINANCIAL PLAN UPDATE

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Mayor Michael R. Bloomberg today released the City's November Financial Plan for Fiscal Year 2011 and an updated four-year financial plan. In September, Mayor Bloomberg ordered a partial hiring freeze and directed City agencies to submit proposals to help eliminate the budget gap for the next fiscal year – Fiscal Year 2012 – that begins on July 1, 2011. As a result, City agencies will be taking \$585 million of new budget gap closing actions in the current fiscal year and \$1 billion of new budget gap closing actions in Fiscal Year 2012. The budget gap closing actions have reduced the Fiscal Year 2012 budget deficit from \$3.3 billion to \$2.4 billion. City agencies will continue to be limited in hiring employees, with agencies only permitted to hire one employee for every two that leave, if resources are available. Hiring will continue for positions immediately impacting public health and safety, positions that generate revenue or positions that are not funded with City tax dollars. The November Financial Plan increases City funding for the Department of Education to replace \$853 million of expiring Federal stimulus dollars.

"We've kept the City's financial house in order through these difficult times by planning ahead and never shying away from making the hard decisions, and our current budget remains balanced because of that sound approach," said Mayor Bloomberg. "But we face a significant challenge for next year, as Federal stimulus dollars run dry and the city still suffers from the impacts of the national economic downturn. We began working to attack next year's deficit immediately after passing this year's balanced budget, and there is still more work to do. More spending reductions are going to be necessary, and we have to continue to reduce the number of employees we have by not filling positions – we simply cannot afford the size of our current workforce."

In January, the Mayor will present the Preliminary Budget for Fiscal Year 2012, which will detail the City's initial plan to balance the Fiscal Year 2012 budget, as required by the New York City Charter.

Department of Education

The November Financial Plan replaces \$853 million of expiring Federal stimulus funding at the Department of Education with City funding in Fiscal Year 2012 and the out years of the plan. The City's July 2010 Financial Plan had assumed that the Department of Education would lose nearly 10,000 teachers. Even with the influx of new City dollars to cover the loss of stimulus funding, the Department of Education will face a loss of 6,166 teaching positions in Fiscal Year 2012 in the updated Financial Plan.

Expense Increases

The November Financial Plan reflects higher pension expenses than were assumed in the July 2010 Financial Plan, due to anticipated changes to pension assumptions and methods, which are expected to be made by the New York City Office of the Actuary and would take effect in Fiscal Year 2012. The changes are expected to increase costs in Fiscal Year 2012 by \$1 billion.

The current plan also reflects an increase in Medicaid costs. The July 2010 Financial Plan included savings from an extension of the Federal Medical Assistance Percentages (FMAP) program. A lower than expected benefit was passed by Congress, resulting in a \$180 million cost increase for the City.

Agency Gap Closing Actions

This is the ninth round of budget gap closing actions City agencies have been required to undertake in recent years. The cumulative impact of the last two years of gap closing actions and the latest round of actions is \$5.2 billion in savings for Fiscal Year 2012.

Examples of the latest round of City agency budget gap closing actions include:

Police Department:

- Eliminate 350 civilian positions.
- Reduce funding for maintenance of police vehicles by extending the fleet lifecycle.

Fire Department:

- Redeploy staffing at 20 fire companies overnight.

Department of Correction:

- Eliminate 51 correction officer positions.

Department of Sanitation:

- Eliminate 200 supervisor posts and redeploy to frontline sanitation worker positions.

Administration for Children's Services:

- Reduce homemaking services.
- Eliminate 80 vacant Child Protective Supervisor and other managerial positions.
- Reduce administrative and support staff through 118 layoffs.
- Increase Child Care Copayments.

Human Resources Administration/Department of Social Services:

- Eliminate 96 currently vacant positions.

Department of Homeless Services:

- Eliminate 15 percent of security guards in directly-operated family shelters.

Department of Youth and Community Development:

- Reduce Summer Youth Employment slots by 2,140.
- Reduce Out of School Time holiday programs by five days or nearly 30 percent.
- Reduce funding to 66 Beacon schools by 10 percent.

Department of Health and Mental Hygiene:

- Eliminate City funding for Mental Retardation and Developmental Disability clinical programs.
- Eliminate supplemental funding for two school-based health centers.

Libraries:

- Reduce subsidies by \$20 million, reducing the average days of service per week by approximately one day per week citywide.

Department of Cultural Affairs:

- Reduce subsidies by \$8.8 million resulting in approximately 190 layoffs at cultural institutions.

Department of Aging:

- Eliminate 14 staff positions.
- Reduce funding for case management and restructure services.

Department of Probation:

- Lay off 57 employees.

Department of Housing Preservation and Development:

- Lay off 14 housing supervision employees.

Department of Finance:

- Lay off 129 employees to consolidate and modernize organizational units and create efficiencies.

Department of Transportation:

- Lay off 35 managerial, administrative, clerical and planning employees.
- Lay off for one week 641 Street Maintenance and Arterial Resurfacing employees, resulting in 9,000 fewer potholes being filled.

Department of Parks and Recreation:

- Reduce the work year from 12 months to 9 months for 1,468 full-time positions to conform with the lighter workload in winter months.
- Eliminate 15 percent of seasonal staff positions.

Department of Education:

- Reduce funding by \$350 million.

Civilian Complaint Review Board:

- Eliminate 3 investigative staff positions.

Department of Information Technology and Telecommunications:

- Eliminate 59 call taker positions at 311 through attrition.

Headcount Reduction

The new budget gap closing actions used to reduce the City's budget deficit for next year will require a reduction in City headcount of 2,102 employees in the current fiscal year, 2011, and 8,264 in Fiscal Year 2012. The headcount reductions include 889 layoffs in Fiscal Year 2011 and 5,312 layoffs in Fiscal Year 2012.

Budget Gaps

The City's budget for the current year, Fiscal Year 2011, remains balanced. The budget gap in Fiscal Year 2012 is now forecast to be \$2.4 billion, down \$900 million from the most recent forecast in July.

The budget gap closing actions detailed in the November Financial Plan will help to reduce budget gaps in the remaining years of the Financial Plan, but the City still faces significant deficits in future. The budget gap for Fiscal Year 2013 is currently forecast to be \$4.8 billion and the budget gap for Fiscal Year 2014 is currently forecast to be \$5.6 billion.

-30-

Contact: Stu Loeser / Marc La Vorgna

(212) 788-2958

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

From: Walcott, Dennis

To: Loeser, Stu

Sent: Thu Nov 18 09:42:06 2010

Subject:

Send me the OMB press release

Dvorkin, Ariel

From: Lasher, Micah
Sent: Thursday, November 18, 2010 8:05 AM
To: 'cpblack@hearst.com'; Harris, Patti
Cc: 'elevine@hearst.com'
Subject: Re: Women's letter

I would skip.

Micah C. Lasher
Director of State Legislative Affairs | City of New York
(212) 788-8820 or (518) 447-5200
mlasher@cityhall.nyc.gov

From: Black, Cathleen P <cpblack@hearst.com>
To: Lasher, Micah; Harris, Patti
Cc: Levine, Ellen R <elevine@hearst.com>
Sent: Thu Nov 18 07:49:28 2010
Subject: Women's letter

Would we want ivanka trump? Think she would do.
Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Monday, November 15, 2010 10:49 PM
To: Lasher, Micah; nravitz@schools.nyc.gov; dwalcott@citygov.nyc.com
Subject: Fw: Dennis

Fyi
Sent from AT&T BlackBerry Device

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

From: King, Gayle
To: Black, Cathleen P
Cc: 'dwalcott@citygov.nyc.com' <dwalcott@citygov.nyc.com>
Sent: Mon Nov 15 22:47:58 2010
Subject: Re: Dennis

Just landed...so will discuss as soon as I see her... But wondering who she is releasing statement to? Sounds odd to me for her to just make a comment... Better if it is included in a piece of some kind... But she may feel differently... To my knowledge no media has asked her to comment the other day when I was talking to ny times reporter I kept waiting for him to ask me about oprah and he never did!

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

From: Black, Cathleen P
To: King, Gayle
Cc: 'dwalcott@citygov.nyc.com' <dwalcott@citygov.nyc.com>
Sent: Mon Nov 15 22:23:36 2010
Subject: Re: Dennis

Checking. What they hope is that oprah might issue a positive statement about cpb.
Sent from AT&T BlackBerry Device

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

From: King, Gayle
To: Black, Cathleen P
Sent: Mon Nov 15 19:45:46 2010
Subject: Dennis

Did not call me right back had to leave for chicago for taping tomorrow
Would you like me to call him tomorrow?

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Monday, November 15, 2010 10:23 PM
To: dwalcott@citygov.nyc.com
Subject: Fw: Dennis

Sent from AT&T BlackBerry Device

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

From: King, Gayle
To: Black, Cathleen P
Sent: Mon Nov 15 19:45:46 2010
Subject: Dennis

Did not call me right back had to leave for chicago for taping tomorrow
Would you like me to call him tomorrow?

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Wednesday, November 17, 2010 3:01 PM
To: Walcott, Dennis
Subject: Fw:

Note

Sent from AT&T BlackBerry Device

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

From: Black, Cathleen P
To: King, Gayle
Sent: Wed Nov 17 15:00:09 2010

Know that you and dennis walcott have been talking also by email. All of this is coming down to the wire. What dennis hopes to do is an brief, exclusive telephone call with adam lisberg of the Daily News
In which oprah would offer her support.

What is the best number to use to get through to her? And person at harpo to get through to?

I am very appreciative! Hope it cam work.
Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Wednesday, November 17, 2010 4:36 PM
To: Walcott, Dennis
Subject: Fw: Oprah Winfrey called

Note.

Sent from AT&T BlackBerry Device

From: Delaney, Tomasina A
To: Black, Cathleen P
Cc: Murphy, Pamela N
Sent: Wed Nov 17 16:34:19 2010
Subject: Oprah Winfrey called

Please call Oprah [REDACTED]. She's received both emails from you and Gayle and would like to clarify who she should call and what she should say.

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Wednesday, November 17, 2010 5:00 PM
To: Walcott, Dennis
Cc: ngravitz@schools.nyc.gov
Subject: Fw:

Here is what I sent to Oprah a few mins ago. Natalie doesn't want to call adam until she confirms.
Sent from AT&T BlackBerry Device

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

From: Black, Cathleen P
To: 'sophielee [REDACTED]' <sophielee [REDACTED]>
Sent: Wed Nov 17 16:56:55 2010

Here are the details.

Adam lisberg - Daily News City Hall reporter, covers this beat for a long time.

212-210-2214; cell - [REDACTED]

He wants to talk for 5 mins about cathie. How you know me, what you have observed over the 11 yrs, launch of O etc. Why a great schools chancellor. Tremendous leadership, excellent manager, innovator, mother of two and cares about the future of all children. Grace under pressure..

The team here needs confirmation that you would call him as they want to let him know just as soon.

I am sending sep email that has what gloria steinem said in a statement.

I owe you big time.

Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Wednesday, November 17, 2010 4:59 PM
To: Walcott, Dennis
Subject: Re: Oprah Winfrey called

Am w natalie. Oprah in mtg will show you what I just sent her.
Sent from AT&T BlackBerry Device

From: Walcott, Dennis <DWalcott@cityhall.nyc.gov>
To: Black, Cathleen P
Sent: Wed Nov 17 16:51:19 2010
Subject: Re: Oprah Winfrey called

Thanks. How do you want to handle? Do you want me, Natalie or should you call first?

From: Black, Cathleen P <cpblack@hearst.com>
To: Walcott, Dennis
Sent: Wed Nov 17 16:35:52 2010
Subject: Fw: Oprah Winfrey called

Note.
Sent from AT&T BlackBerry Device

From: Delaney, Tomasina A
To: Black, Cathleen P
Cc: Murphy, Pamela N
Sent: Wed Nov 17 16:34:19 2010
Subject: Oprah Winfrey called

Please call Oprah [REDACTED] She's received both emails from you and Gayle and would like to clarify who she should call and what she should say.

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Thursday, November 18, 2010 7:49 AM
To: Lasher, Micah; Harris, Patti
Cc: Levine, Ellen R
Subject: Women's letter

Would we want ivanka trump? Think she would do.
Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Thursday, November 18, 2010 8:54 AM
To: dkenny [REDACTED]
Cc: nravitz@schools.nyc.gov; Walcott, Dennis
Subject: Re: Confidential Draft

I am ok releasing if natalie/dennis are. One addition: appropriate to mention that the screening/cocktail party was private and paid for by ? (Fred wilpon, I thought).

That helps me at Hearst.
Sent from AT&T BlackBerry Device

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

From: Deborah Kenny <dkenny [REDACTED]>
To: Black, Cathleen P
Cc: Deborah Kenny <dkenny [REDACTED]>
Sent: Wed Nov 17 21:36:12 2010
Subject: FW: Confidential Draft

Hi Cathie -

Reporters continue to call daily requesting further details regarding your donations and involvement with HVA. Have been in touch w Dennis. He suggests we disclose the information and that we run it by you as well as our attorneys. We can do all, some, or none of this - as you wish.

Would you like us to hold off, or would you like us to forward the draft below to Dennis, Howard, and our attorneys for simultaneous review?

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

From: Admin
Sent: Wednesday, November 17, 2010 7:44 PM
To: Deborah Kenny
Subject: Confidential Draft

*** DRAFT ***

Statement by Harlem Village Academies
Regarding NYC Chancellor Appointee Cathie Black

Following is detailed information regarding the nature of Ms. Black's donations to, and involvement with, Harlem Village Academies.

Ms. Black made the following unrestricted charitable contributions to Harlem Village Academies, a 501c3 non-profit foundation:

- May 2009: \$10,000
- March 2010: \$12,500 through United Way
- April 2010: \$12,500 through United Way
- May 2010: \$10,000 donation through Hearst Foundation

In conjunction with the May 2009 donation, Ms. Black served on the host committee of the first annual fundraising event for HVA. Responsibilities of the host committee included making an early commitment to donate, inviting friends and colleagues, and attending the event which included the HVA community of students, parents, teachers, volunteers and supporters. In conjunction with the May 2010 donation, Ms. Black invited a table of guests to attend the second annual fundraising event.

In October of 2010, Ms. Black co-hosted with HVA a screening of "Waiting for Superman" at the Hearst Tower. This was not a fundraising event.

Ms. Black has visited the schools and served as a guest speaker, providing students with career and character advice from her book, "Basic Black." She has provided ongoing advice and counsel to Deborah Kenny as part of the effort to continually improve the management of the HVA network of schools.

TBD:

HVA schools are and have always been governed with transparency, accountability, and in full compliance with all laws and regulations. The school Boards of Trustees govern the operations of the schools. All agendas, minutes, resolutions, budgets, annual reports, and board meeting materials are, and have always been, available to the public at all times.

In addition, Harlem Village Academies established a non-profit 501c3 foundation as is the norm for most public charter school networks. This foundation is governed by a board that does not and has never charged a fee to the schools and has no governing or operational authority over the schools. This board raises funds for the schools including operational support to close the funding gap between charter and district schools, new school start-up, and facility development. In July of 2010, Ms. Black joined the HVA National Leadership Board. This advisory board was recently formed to contribute to the work of the foundation, and is a non-governing advisory board that has not yet held its first meeting. Members of this board provide contributions of time, charitable donations, and management expertise, and advice.

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Thursday, November 18, 2010 4:02 PM
To: Harris, Patti
Subject: Fw: Saying hello...

I sent this at the crack of dawn but no response. Have you heard anything?
Sent from AT&T BlackBerry Device

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

From: Black, Cathleen P
To: 'Kennedy' [REDACTED]
Sent: Thu Nov 18 05:53:28 2010
Subject: Saying hello...

Though we have met only briefly, I just wanted to reach out and say hello. No doubt you have seen some if not all of my relentless press of late. We are putting together, among other lists such as business leaders, a list of influential women from a variety of fields whose signatures would be affixed to a letter of support that we are in the midst of composing.

If you would agree to add your signature to that list, we would be very grateful.

And we'll make it easy. You'll see a draft of the letter, send an online or faxed signature, and that's it. The letter is going to commissioner of education, david steiner as soon as later today.

I am grateful if you will agree.

Thanks so much (in advance). Cathie black
Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Thursday, November 18, 2010 4:03 PM
To: Levine, Ellen R
Cc: Harris, Patti

Have we heard back from carolyn maloney? I have not and called 2x yesterday.
Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Lasher, Micah
Sent: Wednesday, November 17, 2010 12:16 PM
To: Molstre, Kim; Soto, Erica; Harris, Patti; Cathleen Black (cpblack@hearst.com); elevine@hearst.com; pmurphy@hearst.com; mkeaney3@schools.nyc.gov
Cc: Schwaitzberg, Scott
Subject: Calls for women's letter
Attachments: DraftWomensLetter.doc; CallsforWomensLetter.xls

Attached is the list of calls divided up as per our conversation. For Cathie's calls I filled in phone #s; I assume respective callers will have most of the #s they need. Scott, cc'd here, can help track down numbers if you need them.

Here's the gist:

1. We are asking folks to sign on to a group letter, draft attached, from prominent women in support of Cathie receiving the needed waiver.
2. At a minimum, we need their authorization to use their name on the letter, and we need their full and correct title.
3. Ideally, they would also email us a digital file of their signature. Alternatively, they can sign a blank piece of paper and fax it to 646-349-3446.
4. After you've spoken with someone, email Scott and me. Scott will follow up with any necessary logistics, including sending them the letter if they want to see it, and/or if you were unable to get their title or signature. I will make necessary follow-up calls from the Administration happen.

Talking points, courtesy of Maura, are below.

- Will you join Gloria Steinem and other women leaders from around NYC in support Cathie Black, the Mayor's nominee for schools Chancellor.
- Her appointment would make her the first woman chancellor, but she's facing criticism in Albany for her alleged lack of experience
- Cathie, as you know, is a smart, savvy manager - just what we need as chancellor for this \$23 billion dollar system with 135,000 employees.
- We also know she'll bring a vision and energy to the position that will serve NYC students well.
- There's clearly a difference between the reception of Joel Klein, a male prosecutor without educational experience, and Cathie, a female publisher without educational experience.

Other key points:

- *2005 and 2006 Forbes list of 100 Most Powerful Women
- *Fortune List of 50 Most Powerful Women in American Business
- *hails from the south side of Chicago (the tough part of the city)
- *Trustee of the University of Notre Dame
- *member of the Council on Foreign Relations

*Freedom Forum Person of the Year Award 2008 (awarded to CPB for outstanding accomplishments as a trailblazer, innovator, entrepreneur, a champion of free press and speech)

* Henry Johnson Fisher Award (for leadership skills in her industry)

*author of highly successful "career advice" book called Basic Black: The Essential Guide For Getting Ahead at Work (and Life), (pub. 2007), which discusses aspirations, resilience, change and re-invention

*she has nine honorary degrees

*Her husband, Thomas E. Harvey, Esq., (retired) was Assistant Secretary for Congressional Relations, Dept. of Veteran Affairs (2005-2007). They are the parents of two children.

Micah C. Lasher
Director of State Legislative Affairs
Office of the Mayor | City of New York
(212) 788-8820 or (518) 447-5200
mlasher@cityhall.nyc.gov

Dear Commissioner Steiner:

For generations, as educators and as mothers, women have been at the forefront of education across the United States. We are delighted that the largest public school system in the country will, for the first time, be headed by a woman – and in Cathie Black, we have an extraordinarily qualified and visionary leader. We urge you to grant the necessary waiver for this historic appointment .

Ms. Black has played a critical role breaking through the glass ceiling – not once, not twice, but time and again - in the publishing industry over the past 30 years. She has distinguished herself as a talented manager, starting in 1979 as the first female publisher of a weekly magazine, continuing with her tenure as the first publisher of USA Today and leading to the past 15 years as the first female president of Hearst Magazines.

Ms. Black has managed large and complex organizations –Hearst Magazines publishes over 200 local editions in 100 countries – each undergoing transformations in the midst of a difficult climate, not unlike what we are witnessing today in education. Ms. Black's ability to drive success in changing environments and to make tough choices make her an excellent choice for New York City Schools Chancellor.

Mrs. Black's has also shown a strong commitment to education and women's issues. She is a member of Advisory Council for Harlem Village Academy as well as the Board of Trustees for University of Notre Dame. She also plays a prominent role in The Glow Project, a philanthropy aimed at empowering women.

Cathie Black's record of achievement makes her well qualified for the challenges that await her as Chancellor of New York City Public Schools. We urge you to approve the waiver application.

PATTI HARRIS CALLS

<u>Name</u>	<u>Number</u>	<u>Note</u>
Shirley Rodriguez Romenes	100 H	
Ana Olivera		
Virginia Fields		
Whoopi Goldberg		
Donna Karan		
Claire Shulman		

CATHIE BLACK CALLS

<u>Name</u>	<u>Number</u>	<u>Note</u>
Caroline Kennedy	[REDACTED]	To be followed by a call from Patti Caroline Kennedy is Vice Chair of the Fund for Public Schools and was effectively a member of the DOE team for several years, raising money. Obviously, she has some sympathy for what you're going through, given her experience when she was considered for appointment to the Senate.
Carolyn Maloney	[REDACTED]	
Ronnie Eldridge	[REDACTED]	
Liz Holtzman	[REDACTED]	To be followed by a call from Micah. Former Brooklyn District Attorney, Congresswoman, City Comptroller and Senate Candidate. Very liberal.
Betsy Gotbaum	[REDACTED]	Former Public Advocate. Was very involved (and took a semi-opposed position) in legislative battle over mayoral control.
Ruth Messinger	[REDACTED]	Semi-cold call; you contributed to her campaign a while back when she ran for Mayor from the office of Manhattan Borough President. Now serves as CEO of the American Jewish World Service, a nonprofit international development/global justice organization.
Shirley Ann Jackson		
Diane von Furstenberg		
Lillian Rodriguez Lopez		To be followed by a call from the Administration. Lillian is President of the Hispanic Federation, a non-profit membership organization serving close to 100 Latino health and human service agencies in New York, New Jersey, Connecticut and Pennsylvania. They were supportive of us during the legislative fight to renew mayoral control of the schools.
Rev. Suzanne Johnson Cool	[REDACTED]	To be followed by a call from the Administration. Suzanne Johnson Cook is head of a large congregation in the Bronx.

Carol Kellerman

[REDACTED] Head of the Citizens Budget Commission, a watchdog group that supports reform of the ATR pool, LiFo and pensions.

Caroline Kennedy

[REDACTED] To be followed by a call from Cathie. Caroline Kennedy is Vice Chair of the Fund for Public Schools and was effectively a member of the DOE team for several years, raising money. Obviously, she has some sympathy for what you're going through, given her experience when she was considered for appointment to the Senate.

MAURA KEANEY CALLS

<u>Name</u>	<u>Number</u>	<u>Note</u>
Gloria Steinem		
Kelli Conlin		

MICAH LASHER CALLS

<u>Name</u>	<u>Number</u>	<u>Note</u>
Emily Rafferty		

ELLEN LEVINE CALLS

<u>Name</u>	<u>Number</u>	<u>Note</u>
Letty Cotton Pogrebin		
Geraldine Ferraro	[REDACTED]	
Ellen Chelser	[REDACTED]	
Cecile Richards		
Jane Rosenthal		
Jane Friedman		
Anne Fuchs		
Selma Golden		
Jonelle Procope		Cathie may need to make first call.
Anna Quindlen		Cathie may need to make first call
Nora Ephron		
Linda Fairstein		
Jane Bryant Quinn		
Joni Evans		
Jurate Kazickas		
Lynn Sherr		
Bette Midler		
Marlo Thomas		
Phyllis George		
Joan Hamburg		
Suze Orman		
Heloise		
Donna Hanover		
Deborah Norville		
Ellen Futter		
Ellen Archer		
Cindy Berger		
Donna Olshan		
Evelyn Lauder		
Sarah Nash		

Lisa Caputo
Gerry Laybourne
Mary D'Alton
Hilda Hutchison
Orli Etingen
Elyse Rose
Charlotte Moss
Mary Randolph Carter

Dvorkin, Ariel

From: Lasher, Micah
Sent: Monday, November 15, 2010 10:52 PM
To: 'cpblack@hearst.com'; 'NRavitz@schools.nyc.gov'; Walcott, Dennis
Subject: Re: Dennis

Correcting Dennis's email.

Micah C. Lasher
Director of State Legislative Affairs | City of New York
(212) 788-8820 or (518) 447-5200
mlasher@cityhall.nyc.gov

From: Black, Cathleen P <cpblack@hearst.com>
To: Lasher, Micah; nravitz@schools.nyc.gov <nravitz@schools.nyc.gov>; dwalcott@citygov.nyc.com <dwalcott@citygov.nyc.com>
Sent: Mon Nov 15 22:48:51 2010
Subject: Fw: Dennis

Fyi
Sent from AT&T BlackBerry Device

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

From: King, Gayle
To: Black, Cathleen P
Cc: 'dwalcott@citygov.nyc.com' <dwalcott@citygov.nyc.com>
Sent: Mon Nov 15 22:47:58 2010
Subject: Re: Dennis

Just landed...so will discuss as soon as I see her... But wondering who she is releasing statement to? Sounds odd to me for her to just make a comment... Better if it is included in a piece of some kind... But she may feel differently... To my knowledge no media has asked her to comment the other day when I was talking to ny times reporter I kept waiting for him to ask me about oprah and he never did!

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

From: Black, Cathleen P
To: King, Gayle
Cc: 'dwalcott@citygov.nyc.com' <dwalcott@citygov.nyc.com>
Sent: Mon Nov 15 22:23:36 2010
Subject: Re: Dennis

Checking. What they hope is that oprah might issue a positive statement about cpb.
Sent from AT&T BlackBerry Device

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

From: King, Gayle
To: Black, Cathleen P
Sent: Mon Nov 15 19:45:46 2010
Subject: Dennis

Did not call me right back had to leave for chicago for taping tomorrow
Would you like me to call him tomorrow?

Dvorkin, Ariel

From: Ravitz Natalie [NRavitz@schools.nyc.gov]
Sent: Thursday, November 18, 2010 1:43 PM
To: Deborah Kenny; Black, Cathleen P
Cc: Walcott, Dennis
Subject: RE: Confidential Draft

Cathie, I thought you just saw the film last week?

From: Deborah Kenny [mailto:dkenny@schools.nyc.gov]
Sent: Thursday, November 18, 2010 1:40 PM
To: Ravitz Natalie; Black, Cathleen P
Cc: Dennis Walcott
Subject: RE: Confidential Draft

Thanks so much. Edits seem fine. One question: are we sure we want to omit hosting the Superman screening? They have been asking for information on involvement as well as donations. Since almost 200 people attended, they will probably find out anyway.

From: Ravitz Natalie [mailto:NRavitz@schools.nyc.gov]
Sent: Thursday, November 18, 2010 10:46 AM
To: Black, Cathleen P; Deborah Kenny
Cc: Dennis Walcott
Subject: RE: Confidential Draft

Attached, suggested edits.

From: Black, Cathleen P [mailto:cpblack@hearst.com]
Sent: Thursday, November 18, 2010 8:54 AM
To: dkenny@schools.nyc.gov
Cc: Ravitz Natalie; Dennis Walcott
Subject: Re: Confidential Draft

I am ok releasing if natalie/dennis are. One addition: appropriate to mention that the screening/cocktail party was private and paid for by ? (Fred wilpon, I thought).

That helps me at Hearst.
Sent from AT&T BlackBerry Device

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

From: Deborah Kenny <dkenny@schools.nyc.gov>
To: Black, Cathleen P
Cc: Deborah Kenny <dkenny@schools.nyc.gov>
Sent: Wed Nov 17 21:36:12 2010
Subject: FW: Confidential Draft

Hi Cathie -

Reporters continue to call daily requesting further details regarding your donations and involvement with HVA. Have been in touch w Dennis. He suggests we disclose the information and that we run it by you as well as our attorneys. We can do all, some, or none of this - as you wish.

Would you like us to hold off, or would you like us to forward the draft below to Dennis, Howard, and our attorneys for simultaneous

review?

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From: Admin

Sent: Wednesday, November 17, 2010 7:44 PM

To: Deborah Kenny

Subject: Confidential Draft

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Statement by Harlem Village Academies
Regarding NYC Chancellor Appointee Cathie Black

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Dvorkin, Ariel

From: Ravitz Natalie [NRavitz@schools.nyc.gov]
Sent: Thursday, November 18, 2010 10:46 AM
To: Black, Cathleen P; dkenny [REDACTED]
Cc: Walcott, Dennis
Subject: RE: Confidential Draft
Attachments: HVA.doc

Attached, suggested edits.

From: Black, Cathleen P [mailto:cpblack@hearst.com]
Sent: Thursday, November 18, 2010 8:54 AM
To: dkenny [REDACTED]
Cc: Ravitz Natalie; Dennis Walcott
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Sent from AT&T BlackBerry Device

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Dvorkin, Ariel

From: Ravitz Natalie [NRavitz@schools.nyc.gov]
Sent: Thursday, November 18, 2010 9:49 AM
To: dkenny [REDACTED] cpblack@hearst.com
Cc: Walcott, Dennis
Subject: Re: Confidential Draft

I will send you something back shortly- it's not about lack of transparency, the early email I saw of this yesterday said things like "at Cathie's direction, hearst did etc..."

From: Deborah Kenny [mailto:dkenny [REDACTED]]
Sent: Thursday, November 18, 2010 09:12 AM
To: Ravitz Natalie; cpblack@hearst.com <cpblack@hearst.com>
Cc: Dennis Walcott
Subject: RE: Confidential Draft

If you would kindly send back in track changes, that would be so helpful. Also, could we please think carefully about the value of complete transparency as compared to picking and choosing which donations to disclose?

From: Ravitz Natalie [mailto:NRavitz@schools.nyc.gov]
Sent: Thursday, November 18, 2010 9:10 AM
To: cpblack@hearst.com; Deborah Kenny
Cc: Dennis Walcott
Subject: Re: Confidential Draft

I prefer to talk about the 09 donation and united way donations, not hearst buying tables, etc...
There is enough there that you don't need the rest.

From: Black, Cathleen P [mailto:cpblack@hearst.com]
Sent: Thursday, November 18, 2010 08:53 AM
To: dkenny [REDACTED] <dkenny [REDACTED]>
Cc: Ravitz Natalie; Dennis Walcott
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Sent: Thursday, November 18, 2010 1:40 PM
To: Ravitz Natalie; Black, Cathleen P
Cc: Walcott, Dennis
Subject: RE: Confidential Draft

Thanks so much. Edits seem fine. One question: are we sure we want to omit hosting the Superman screening? They have been asking for information on involvement as well as donations. Since almost 200 people attended, they will probably find out anyway.

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From: Walcott, Dennis
Sent: Wednesday, November 17, 2010 5:03 PM
To: 'cpblack@hearst.com'
Subject: Re:

Agree

From: Black, Cathleen P <cpblack@hearst.com>
To: Walcott, Dennis
Cc: nravitz@schools.nyc.gov <nravitz@schools.nyc.gov>
Sent: Wed Nov 17 17:00:05 2010
Subject: Fw:

Here is what I sent to Oprah a few mins ago. Natalie doesn't want to call adam until she confirms.
Sent from AT&T BlackBerry Device

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

From: Black, Cathleen P
To: 'sophielee [REDACTED] sophielee [REDACTED]
Sent: Wed Nov 17 16:56:55 2010

Here are the details.

Adam lisberg - Daily News City Hall reporter, covers this beat for a long time.

212-210-2214; cell [REDACTED]

He wants to talk for 5 mins about cathie. How you know me, what you have observed over the 11 yrs, launch of O etc. Why a great schools chancellor. Tremendous leadership, excellent manager, innovator, mother of two and cares about the future of all children. Grace under pressure..

The team here needs confirmation that you would call him as they want to let him know just as soon.

I am sending sep email that has what gloria steinem said in a statement.

I owe you big time.
Sent from AT&T BlackBerry Device

Dvorkin, Ariel

From: Walcott, Dennis
Sent: Wednesday, November 17, 2010 4:51 PM
To: 'cpblack@hearst.com'
Subject: Re: Oprah Winfrey called

Thanks. How do you want to handle? Do you want me, Natalie or should you call first?

From: Black, Cathleen P <cpblack@hearst.com>
To: Walcott, Dennis
Sent: Wed Nov 17 16:35:52 2010
Subject: Fw: Oprah Winfrey called

Note.
Sent from AT&T BlackBerry Device

From: Delaney, Tomasina A
To: Black, Cathleen P
Cc: Murphy, Pamela N
Sent: Wed Nov 17 16:34:19 2010
Subject: Oprah Winfrey called

Please call Oprah [REDACTED] She's received both emails from you and Gayle and would like to clarify who she should call and what she should say.

Dvorkin, Ariel

From: Black, Cathleen P [cpblack@hearst.com]
Sent: Thursday, November 18, 2010 5:06 AM
To: Harris, Patti; Shriver, Debra
Subject: The party on Mon pm at Cathie's

With all of the hullabaloo, should we have security at our apartment outside on mon pm? A formal "check-in" process? Have not in past...but someone asked.

Sent from AT&T BlackBerry Device