Instructor Information

- Instructor Name: Former Mayor of NYC Bill de Blasio (wagner.billdeblasio@nyu.edu)
- Office Hours: Wednesday 10:00 AM – 12:00 PM, Puck 3004 (sign up here) – Time slots are 20 minutes each. Please do not sign up for multiple
- Hours may change; check the appointment link above or reach out via email.
  - If you cannot make these office hours, please email wagner.billdeblasio@nyu.edu to coordinate an alternate time
- Teaching Assistant: Justin Lee (he/him) (jml9987@nyu.edu)
- TA Office Hours: Thursday 10:00 AM – 1:00 PM, on Zoom (drop in here), or by appointment via email

Course Information

- Class Meeting Times: Wednesday 2:00 PM – 4:30 PM, 09/06/2023 – 10/18/2023
- Class Location: 194 Mercer Street; Room 206
- Brightspace: All announcements, resources, and assignments will be delivered through the Brightspace site. Announcements will be provided through Brightspace for any changes to assignments, due dates, and other aspects of the course.
- No electronic devices should be used in the classroom. This includes laptops, tablets, and cell phones. Engagement tends to be higher when students have less opportunity for distraction through technology.
  - If for any reason you require the use of an electronic device, please reach out to the Teaching Assistant.
- New York Times Subscription Information
- Wagner Writing Center
- Ask a Librarian
**Course Description**

In a multifaceted and difficult world, idealism combined with an understanding of the complex and sometimes challenging systems at play is needed to energize meaningful change and approach wicked problems. This half-semester course is for aspiring policymakers, activists, journalists, and/or community leaders who want to combine a necessary sense of optimism with a real-world understanding of how things get done and the motivation to act.

Each session will focus on specific examples of how practical solutions were found to seemingly intractable problems during Mayor de Blasio’s administration. While the material inherently has a New York City lens, the topics, policies, and solutions can be considered from a global perspective. The written assignments are intended to be an opportunity for creative problem-solving and critical thinking while addressing the real concerns of government decision-makers.

Grading in this course will be a reflection of the process the Professor used when evaluating ideas and questions as Mayor of New York City. This is intended to expose students to some of the inner workings of government policy thinking while providing feedback that will prepare students to persuasively promote their own solutions in the real world.

**Course and Learning Objectives**

This course is intended to give students an opportunity to dive deeper into the world of policymaking and the challenges therein. Roadblocks exist in the policy process and the dedication one brings to adapting and overcoming them is necessary for the successful creation of every policy. Thus, this course will:

1. Seek to inspire and prepare students to engage in policymaking
2. Orient students to real-world policy challenges and decision-making
3. Provide insight into the reality of professional and political systems
4. Open students’ eyes to the endless possibilities to be agents of change

**Course Grading Breakdown:**

- Attendance: 10%
- Participation: 30%
- Project Proposal: 20%
- Final Paper: 40%
Assessment and Evaluation

Attendance Policy (10%)
- Classroom attendance is mandatory. In the event you are not able to attend a class in person, please email wagner.billdeblasio@nyu.edu as soon as possible.
- Religious holidays are excused absences, however, Brightspace participation assignments are still required within a one-week period of the holiday.

Participation (30%)

In-Class Participation: Achieving high marks in this class will require a higher level of student participation and engagement than in most other classes. Your participation grade will be based not only on the quantity of your participation but also on the quality of your participation. Students looking to receive an A will need to field insightful questions that demonstrate thoughtful analysis of the week’s topic and the ability to synthesize the assigned readings.

Weekly Questions Assignment:
- The ability to ask good and insightful questions is one of the most important soft skills students will need to develop in the course of their professional development. Thus, students are encouraged to prepare high-quality questions that dig deep into the assigned readings, relevant policymaking, and the week’s theme while being concise and to the point.
- To help promote the preparation of these questions, students will be expected to submit their two best questions, based on the reading material, to the Brightspace Assignments Page for the corresponding week by 11:59 PM on the night before lectures. Participation grading for submitted questions will be graded on the following scale:
  - 0: No submission or the question is not at all topical
  - 1: General, vague, doesn’t encourage critical thinking or discussion
  - 2: Specific, thoughtful, encourages critical thinking, references course readings
  - 3: Specific, thoughtful, encourages critical thinking, synthesizes multiple course readings, and elicits deep insight from the professor’s professional experience

Other Participation: Because of the large size of the class, not all students will have an opportunity to ask a question at every lecture. Students will have an opportunity to increase their participation grade in the following ways
1. Submitting after-lecture thoughts and engaging in discussion in the Brightspace Discussion Thread
2. Attending office hours with the Professor or TA
Two assignments will be completed during the course. Please understand the below descriptions are evolving and future information will be announced to the class.

Mid-Class Policy Proposal (20%) due by September 26, 11:59 PM EST

- Please write a 500-word proposal (single-spaced, Times New Roman, font 12) suggesting a realistic, compelling, and new policy idea that a specific governmental decision-maker should act on. This idea is of your choosing and does not need to be focused on New York City or New York State. Students are encouraged to choose topics they are passionate about and have personal experiences with.
  - Your proposal should convince the decision-maker of the need to prioritize your idea and should address some practical concerns that may arise in implementation. A specific decision-maker should be identified with a specific call to action. The chosen decision-maker does not need to be an elected official.
  - Any citations used should be in a consistent citation style of the student’s preference (Chicago, MLA, APA) and will not count toward your word total

- The below components should be addressed in your proposal:
  - Problem Statement:
    - What issue is your proposed policy trying to address?
    - What are the consequences of not addressing this issue?
  - Your Recommendation:
    - How does implementing this policy address each of the consequences listed prior?
    - What are some of the practical challenges your decisionmaker will need to consider in implementing this policy?
    - What are some of the biggest arguments possible opponents of this policy will have?

- Suggestions for the Assignment:
  - Be bold with your idea but also be specific in how you define your problem statement. We encourage students to be imaginative with their ideas but also want them to tackle a specific issue that can be realistically addressed. For example: reducing building emissions in a city is more realistic than solving climate change, but it's still a bold thing for any city to tackle!

- Grading: Your proposal will be graded on your ability to persuasively address the aforementioned proposal components You will receive written feedback with specific critiques about what to address and improve in the longer, final paper. Further clarification will be provided during the course.
Final Policy Memo (40%) due October 17, 11:59 PM EST

- Please write an (up to four-page excluding citations), single-spaced, Times New Roman, font 12) action plan memo elaborating on your original policy idea and discussing a variety of operational, financial, political, and other considerations that would need to be addressed for your idea to be put into practice. The idea is to be thoughtful and practical about answering any concerns the policymaker might have and showing them in a believable manner that your idea is a priority.

- Be certain to address feedback given from the first proposal and any concerns that may have been flagged. Any citations used should be in a consistent citation style of the student’s preference (Chicago, MLA, APA, etc.).

- The below components should be addressed in your memo: (It is up to you how to organize your memo and what information is logical to the topic. The components and questions below are meant to prompt your action plan.)
  1. Problem Statement
     - What issue is your proposed policy trying to address
     - What are the consequences of not addressing this issue?
  2. Recommendation
     - What should the decisionmaker do to address this issue?
     - How does implementing this policy address each of the consequences listed prior?
  3. Practical Considerations
     - Operations:
       - How will you meet needs and overcome possible challenges?
     - Financial:
       - What is the estimated budget needed, for how long, and how will the funds be acquired? Will there be cost savings?
     - Political:
       - Who needs to be involved to pass and implement the policy?
       - How will you handle stakeholder opposition?
     - Community:
       - How do you address community concerns?
       - How will you handle community opposition?

- Reminders:
  o Write to a specific decision maker with your role identified.
  o Maintain a sense of urgency/priority for your policy recommendation: Why should a decision-maker prioritize your policy?
  o Make a strong argument for the reader with clear evidence to back up recommendations. Avoid solely idealistic statements.
**Grading:** Your memo will be graded according to your ability to provide a realistic and actionable plan that incorporates feedback and suggestions from the initial policy proposal. Further clarification will be provided throughout the course.

**Late Submission Policy for Assignments**

Extensions will be granted only in case of emergency, out of respect to those who abide by deadlines despite equally hectic schedules. Late submissions without extensions will be penalized 20% per 24-hour period.

**Overview of the Semester**

- **Week 1:** Pre-K for All (*September 6*)
- **Week 2:** COVID-19 Pandemic (*September 13*)
- **Week 3:** Community Mental Health (*September 20*)
- **Week 4:** Guaranteed Health Care (*September 27*)
- **Week 5:** Addressing Homelessness (*October 4*)
- **Week 6:** Policing Reform (*October 11*)
- **Week 7:** Climate Change (*October 18*)

***Reading lists are subject to change and will be updated on the Brightspace page***

**Course Readings & Assignments**

**WEEK 1: PRE-K FOR ALL**

- **Policy Idea:**
  - **Read:** October 9, 2012, New York Post, *Mayor: Rich tax a rule of ‘dumb’*
  - **Read:** January 21, 2014, The New York Times, *Pre-K Plan Puts Cuomo at Odds With de Blasio on Funding*

- **Launch and Implementation:**
  - **Watch:** July 31, 2014, #ReturntoSchool2020 Pre-K for All
  - **Watch:** September 3, 2014, New York Times, *D-Day for Pre-K*
  - **Read:** April 3, 2014, New York Amsterdam News, *State Legislator Oks Pre-K*
  - **Read:** August 28, 2014, The New York Times, *In First Year of Pre-K Expansion, a Rush to Beat the School Bell*
  - **Read:** September 4, 2014, The Official Website of the City of New York, *New York City Launches Historic Expansion of Pre-K to More Than 51,000 Children*

- **Results:**

Read: September 7, 2017, The New Yorker, *The Lessons of Mayor Bill de Blasio’s Universal Pre-K Initiative*.

Read: February 14, 2020, NYC.gov, *Mayor de Blasio and Chancellor Carranza Celebrate Success on National Evaluation Systems of Pre-K for All*.

**Optional Additional Material: Professor de Blasio’s Recommended Reading**

Read: May 24, 2015, Crawford, Susan P. and Lader, Mary-Catherine and Smith, Maria, *On the Road to ‘Pre-K for All’: The Launch of UPK in New York City*. Berkman Center Research Publication No. 2015-9, Pgs. 1-12, 22-26, 29-31


Reference: NYU Pre K Material  
https://steinhardt.nyu.edu/research-alliance/research/projects/pre-k-all-new-york-city

Reference: NYU Early Childhood Education Material  
https://steinhardt.nyu.edu/metrocenter/ejroc/early-childhood-education

Read: Adam Cohen, *Nothing to Fear: FDR’s Inner Circle and the Hundred Days That Created Modern America* (copies available at Bobst). Suggested for those interested in learning more about political leadership and overcoming policy challenges

**WEEK 2: COVID-19 PANDEMIC**

**Pandemic Lockdown:**

Read: March 17, 2020, The New York Times, *Drastic ‘Shelter in Place’ May Be Next for N.Y.C. to Combat Coronavirus*

Read: March 20, 2020, Bloomberg Law, *De Blasio Insists on NYC Shelter-in-Place Order; Cuomo Resists*

Read: December 9, 2020, Politico, *School districts slow to follow New York City’s lead on reopening schools*

Read: September 13, 2021, The New York Times, *From shutdown to reopening: Here’s a look at N.Y.C. schools’ trek through the pandemic*

**COVID-19 Vaccination Mandate:**

Read: October 4, 2021, Chalkbeat, *As vaccine mandate kicks in, 95% of NYC schools staff have received COVID shots*

Read: October, 20, 2021, PBS News Hours, *NYC requiring vaccine for cops, firefighters, city workers*
o **Read**: October 28, 2021, NPR, *NYC firefighters protest at the mayor’s home over vaccine mandate as deadline looms*

o **Read**: December 9, 2021, Politico, *De Blasio imposes sweeping vaccine requirement on New York businesses*

o **Watch**: May 13, 2021, CBS News, *New York City Mayor Bill de Blasio promotes a new incentive to get vaccinated: Shake Shack*

**Pandemic Recovery:**

o **Read**: March 4, 2022, NYC.gov, *City’s COVID-19 Vaccination Campaign Has Prevented an Estimated 48,000 Deaths, 300,000 Hospitalizations, and 1.9 Million Cases*

o **Read**: March 22, 2021, NY Post, *What I learned as a COVID-19 contact tracer in NYC*

o **Read**: April 2022, NYC Public Health Corps, *COVID-19 Health Equity Through Collective Action Phase 1 Impact Report: July 2021 to January 2022*

**Optional Reading:**

o **Listen**: March 13, 2020, WNYC, *Ask the Mayor Interview*

o **Watch**: November 1, 2021, CBSN New York Press Conference, *Mayor De Blasio’s COVID Briefing As Vaccine Mandate Begins*

o **Read**: March 11, 2022, Daily News, *A heartfelt goodbye to the Test & Trace Corps: They were empathy warriors*

**WEEK 3: COMMUNITY MENTAL HEALTH**

**Launch and Implementation:**

o **Watch**: Dec. 24, 2013, *Chiara de Blasio Tells Her Story*

o **Read**: May 6, 2014, The New York Times, *In Speech and Essay, Chiara de Blasio Details Her Depression and Addiction*

o **Watch**: November 23, 2015, NY1, *Thrive NYC: An $850 Million Overhaul of the City’s Mental Health Services*

o **Read**: March 22, 2019, New York Times, *Chirlane McCray, de Blasio’s Wife, Is Questioned Over His ‘Revolutionary’ $1 Billion Mental Health Plan*

o **Read**: June 2019, American Journal of Public Health, *ThriveNYC: Delivering on Mental Health*

**Reflection and Evaluation:**

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- **Read**: September 2021, Office of Community Mental Health Chapter of Mayor’s Management Report, *Expanding Community Based Mental Health Services and Support*

- **Read**: December 29, 2021, New York Daily News, *$1B later and little to show for it. NYC’s mental health initiative proved disappointing: ‘We didn’t do a good job’*

- **Read**: December 31, 2021, Daily News, *Readers sound off on mental health services, the Bible and going vegan*

- **International Practices:**

- **Optional Reading:**
  - **Review**: (website) ThriveNYC, *A Roadmap for Mental Health for All*
  - **Review**: February 2017, New York City Independent Budget Office, *City-Funded Spending Drives New & Growing Programs Under the Mayor’s ThriveNYC Initiative*
  - **Read**: McCray, Chirlane, *Consumer and Family Perspectives to Achieve Mental Health Equity*
  - **Review**: June 30, 2020, *NYC Government NYC WELL evaluation*
  - **Review**: (website) Mayor’s Office of Community Mental Health, *Progress*
  - **Review**: (website) Community Mental Health Data Dashboard
  - **Review**: (website) Mayor’s Office of Community Mental Health news
  - **Review**: (website) Mental Health First Aid USA
  - **Read**: July 4, 2017, Mayor of London, *Mayor launches Thrive LDN to challenge mental health stigma*
  - **Review**: December 2022, *Thrive Edinburgh Adult Health and Social Care Progress*

**WEEK 4: GUARANTEED HEALTH CARE**

- **The Challenge:**
  - **Read**: November 6, 2020, Kaiser Family Foundation, *Key Facts about the Uninsured Population*
  - **Watch**: *We fear change* (Wayne's World)

- **California Model:**

- **Implementation in NYC:**
  - **Read:** February 21, 2018, City & State NY, *NYC looks to San Francisco as a model for universal health care*
  - **Read:** January 9, 2019, City&State New York, *A breakdown of New York City’s new ‘universal health care’ plan*
  - **Read:** February 26, 2022, *NYC Care Reaches Major Milestone: 100,000TH Member Enrolled in Health Care Access Program, Credits Low-Cost and Free Services With Improving His Overall Quality of Life*
  - **Read:** *Increasing health care access in New York City: Lessons from NYC Care*, J. Jiménez, M. Kress, T. Long, M. Katz

- **Optional Reading**
  - **Review:** August 2011, *Evaluation of Health San Francisco*
  - **Watch:** January 8, 2019 CBS New York, *De Blasio Guaranteed Health Care Announcement*
  - **Read:** January 9, 2019, Vox, *Bill de Blasio’s plan to guarantee health care for every New Yorker, explained*
  - **Read:** February 1, 2019, The Lancet, *NYC guarantees health care to all*, Volume 393, Issue 10169
  - **Review:** *NYC Cares website*
  - **Review:** *Metroplus website*

**WEEK 5: ADDRESSING HOMELESSNESS**

- **The Problem:**
  - **Review:** (website) NYC Department of the Homeless, *Daily Report*
  - **Read:** March 2022, Institute for Children, Poverty & Homelessness, *Family Homelessness in New York City: What the Adams Administration Can Learn from Previous Mayoralties*

- **Policy Proposals:**
  - 15/15:
    - **Read:** November 8, 2015, NYC.gov, *De Blasio Administration Announces Plan to Create 15,000 Units of Supportive Housing*
  - **Home-Stat:**

- **Read**: January 11, 2017, Daily News, *NYC moves homeless out of shelters at peak rate under de Blasio, but newcomers keep figures at record high: report*

- **Turning the Tide:**
  - **Watch**: April 23, 2019, *Opening Doors: A Turning the Tide Story*
  - **Read**: March 30, 2019, NYTimes, *New York’s Toughest Homeless Problem*
  - **Read**: September 9, 2019, CityLimits, *The Shelter Wars: City’s Need for Beds Meets Opposition in Several Neighborhoods*

- **Six-Point Plan:**
  - **Read**: December 17, 2019, New York Government, *Mayor de Blasio Announces Plan That Will End Long-Term Street Homelessness in New York*
  - **Read**: January 2, 2020, CityLimits, *A Walk With Mayor de Blasio’s Street Homelessness Outreach Workers*
  - **Read**: December 2021, *All Hands on Deck: A Transformative Interagency Model for Improving Street Conditions in New York City*

- **Optional Additional Reading: Rental Assistance Demonstration**
  - **Optional**: February 18, 2018, NYTimes, *Homelessness, Step by Step*
  - **Read**: April 5, 2016, The Official Website of the City of New York, *Mayor de Blasio Announces Home-Stat Program Fully Operational*
  - **Review**: 2017, NYC.gov, *Turning the Tide on Homelessness*
  - **Read**: September 21, 2018, Spectrum News NY1, *Amid Record Numbers of Homeless Kids, NYC is Relocating Families Closer to Schools*
  - **Read**: 2019, NYC.gov, *The Journey Home*

**WEEK 6: POLICING REFORM**

- **Neighborhood Policing:**
  - **Read**: June 25, 2015, NYC.gov, *Mayor de Blasio, Commissioner Bratton Unveil New, Groundbreaking Neighborhood Policing Vision*
- **Read:** October 22, 2018, The Official Website of the City of New York, “Neighborhood Policing Now in Every Neighborhood in New York City”
- **Read:** NYC.gov, Neighborhood Policing Study Community Survey “Rand Corporation Community Survey (2020-2021)
- **Read:** June 23, 2022, The Guardian, The borough that figured it out: how Brooklyn reduced gun violence
- **Read:** June 16, 2021, The City, Part Two of Brownsville Police Pull-Back Program Shows Success Even in Warm Weather

- **Police Force De-escalation Training:**
  - **Read:** May 9, 2019, The New York Times, Despite Eric Garner and ‘I Can’t Breathe,’ Chokeholds Still Used

- **Stop-and-Frisk:**
  - **Review:** 2021, NYCLU, Stop-And-Frisk Data

- **George Floyd Protests:**
  - **Read:** December 2020, New York City Department of Investigation, Investigation into NYPD Response to the George Floyd Protest, pp. 1-5
  - **Watch:** December 18, 2020, NYC Mayor’s Office, Mayor de Blasio releases video supporting DOI investigation of NYPD protest response

- **Civilian Concerns:**
  - **Read:** March 5, 2021, NYC Police Reform and Reinvention Collaborative Draft Plan, pp. 3-7
  - **Read:** February 8, 2021, Police1 by Lexipol, NYPD, civilian review board agree to disciplinary matrix

- **Optional Material**
  - **Watch:** March 25, 2017, NYPD Neighborhood Policing in Bedford–Stuyvesant's 79 Precinct
  - **Watch:** April 6, 2017, NYPD Neighborhood Policing in the Rockaways
  - **Watch:** February 6, 2018, New York City Police Foundation, “BuildtheBlock-Police”
  - **Read:** October 23, 2019, NYC.gov, “NYPD Unveils First-of-its-Kind Community Center in East New York”
  - **Read:** August 22, 2019, PBS News, Where Eric Garner died, changes in NYPD policing win little applause
  - **Review:** 2021, Disciplinary Matrix Memorandum of Understanding
WEEK 7: CLIMATE CHANGE

- **Divestment from Fossil Fuels:**
  - **Read:** January 15, 2021, New York City Comptroller *Mayor de Blasio, Comptroller Stringer, and Trustees Announce Estimated $4 Billion Divestment from Fossil Fuels*

- **Clean Building Requirements:**
  - **Read:** NYC.gov, *Local Law 97*
  - **Read:** April 18, 2019, CNBC *New York City embraces pillar of AOC’s Green New Deal, passing building emissions bill*
  - **Read:** April 18, 2019, Green Tech Media, *New York City Set to Pass Ambitious Energy Efficiency Mandate*

- **Green Infrastructure:**
  - **Read:** September 20, 2017, The Official Website of the City of New York, *Leading the Charge: Mayor Announces Fast-Charging EV Hubs in All 5 Boroughs*
  - **Read:** September 20, 2017, New York Post, *De Blasio wants to install 1,000 electric-car charging stations by 2020*

- **Food and Waste Recycling:**
  - **Watch:** August 6, 2014, NYC Mayor’s Office, *The de Blasio Family on Food and Waste Recycling*

- **Optional Material**
  - **Review:** (website) *OneNYC 2050*
  - **Read:** January 8, 2018, CBS News, *Pension funds in NYC taking steps to divest fossil fuels*
  - **Read:** December 22, 2021, NYC.gov, *Mayor de Blasio Signs Landmark Bill to Ban Combustion of Fossil Fuels in New Buildings*
**Academic Integrity**

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by [Wagner’s Academic Code](#). All Wagner students have already read and signed the [Wagner Academic Oath](#). Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. In addition, use of Chat GPT or other AI for any portion of your written assignments is prohibited. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with me.

**Henry and Lucy Moses Center for Student Accessibility**

Academic accommodations are available for students with disabilities. Please visit the [Moses Center for Students with Disabilities (CSD) website](#) and click the “Get Started” button. You can also call or email CSD (212-998-4980 or mosescsd@nyu.edu) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

**NYU’s Calendar Policy on Religious Holidays**

[NYU’s Calendar Policy on Religious Holidays](#) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.

**NYU’s Wellness Exchange**

[NYU’s Wellness Exchange](#) has extensive student health and mental health resources. A private hotline (212-443-9999) is available 24/7 that connects students with a professional who can help them address day-to-day challenges as well as other health-related concerns.