



CITY OF NEW ROCHELLE  
2024 FINANCIAL DISCLOSURE

DATE & TIME  
STAMP

CITY OF NEW ROCHELLE  
CLERK'S OFFICE  
NEW ROCHELLE, N.Y.

2025 FEB 27 PM 3:18

ELECTED OFFICIALS, STAFF MEMBERS IN POLICY POSITIONS AND ADVISORY BOARD, COMMITTEE  
AND COMMISSION MEMBERS

Date: February 27, 2025

1. Name: Yadira Ramos-Herbert

Email:

2.

Zip Code:

3. Title of Position: Mayor

4. Department, Agency or Governmental Entity:

NAME OF DEPARTMENT/ AGENCY/GOVERNMENTAL ENTITY	ADDRESS	TELEPHONE
City of New Rochelle	515 North Avenue, New Rochelle, NY 10801	914-654-2150

5. Marital Status: ☐ Single ☒ Married ☐ Divorced

If married, give spouse's full name, including maiden name Jeffrey L. Herbert

6. List names and ages of all dependent children:

NAME(S)	AGE(S)

7. (A) BUSINESS POSITIONS

List any office, Trusteeship, Directorship, Partnership, or other position in any Business, Corporation, Association, Proprietary, or Not-for-Profit Organization held by you, or your spouse and dependent children, if any, indicate whether these businesses are involved with the City of New Rochelle in any manner.

FAMILY MEMBER	POSITION	NAME, ADDRESS AND DESCRIPTION OF ORGANIZATION	DEPARTMENT OF AGENCY AND NATURE OF INVOLVEMENT, INCLUDING % OF OWNERSHIP
Jeffrey Herbert	General Counsel	Apple Bank 122 E. 42nd Street NY NY 10168 (Savings Bank)	Legal Department / 0%

Apple Bank provides sponsorship of Iona University's Athletic Department.

Describe involvement, if any, with City of New Rochelle

You will see the Apple Bank logo in the basketball gym during games and shirts.

**(B) FUTURE EMPLOYMENT**

Describe any contact, promise or other agreement between you and anyone else with respect to your employment after leaving your City office or position:

I do not have any contacts, promise or any other agreement with anyone or any entity with respect to my employment after leaving my City office or position.

**(C) OTHER INCOME**

Identify the source and nature of any other income in excess of \$1,000 per year from any source not described above, including teaching income, lecture fees, consulting fees, contractual income, or other income of any nature, for you and your spouse, and your dependent children, if any.

FAMILY MEMBER	SOURCE OF INCOME	DESCRIPTION OF INCOME
Yadira Ramos-Herbert	Weddings	Serve as Officiant
Yadira Ramos-Herbert	Consulting for Columbia Law School	Consulted (hourly as needed) 1/1/24-3/31/24

**(D) INVESTMENTS**

Itemize and describe all investments or other assets in excess of \$5000 or five percent (5%) of the value in any business, corporation or partnership, including stocks, bonds, loans, pledged collateral, and other investments, for you and your spouse and dependent children, if any. (Attach separate sheet if necessary). *see attached*

FAMILY MEMBER	NAME & ADDRESS OF BUSINESS	DESCRIPTION OF INVESTMENT

**(E) TRUSTS**

Identify each interest in a trust or estate or similar beneficial interest in any assets in excess of \$2,000, except for retirement plans of the State or City of New Rochelle and deferred compensation plans established in accordance with the Internal Revenue Code or interest in an estate or trust of a relative

FAMILY MEMBER	TRUSTEE/EXECUTOR	DESCRIPTION OF TRUST/ESTATE
N/A	N/A	N/A

**(F) INTEREST IN CONTRACTS**

List any interests in any contract made or executed by the City of New Rochelle and include the name of the entity which holds such interest and the relationship of the reporting individual or such individual's spouse or such child to such entity and the interest in such contract. Do not list any interest in any such contract on which final payment has been made and all obligations under the contract except from guarantees have been performed, provided however that such an interest must be listed if there has been an ongoing dispute during the calendar year for which this statement is filed with respect to any warranties. Do not list any interest in a contract made or executed by a State, County or City Agency after pursuant to a process for competitive bidding or a process for competitive request for proposals

FAMILY MEMBER	ENTITY WITH INTEREST IN CONTRACT	RELATIONSHIP TO ENTITY AND INTEREST
N/A	N/A	N/A

**(G) POLITICAL AFFILIATIONS**

List any position the reporting individual held as an officer or any political party or political organization as a member of any political party committee, or as a political party district leader.

Democratic Party, district leader for the New Rochelle Democratic Committee

**8. GIFTS AND HONORARIUMS**

List the source of all gifts aggregating in excess of \$250 received during the year by you, your spouse or dependent child, excluding gifts from a relative, reimbursement and campaign contributions. The term "gifts" includes gifts of cash, property, personal items, payments to third parties on your behalf, forgiveness of debt, honorariums, and any other payments that are not reportable as income.

FAMILY MEMBER	NAME AND ADDRESS OF DONOR
N/A	N/A

**9. THIRD PARTY REIMBURSEMENT**

Identify and describe the source of any third-party reimbursement for travel-related expenditures in excess of \$1,000 for any matter that relates to your official duties. The term "reimbursement" includes any travel-related expenses provided by anyone other than the City of New Rochelle for speaking engagements, conferences, or fact-finding events that related to your official duties.

SOURCE	DESCRIPTION
Bloomberg Philanthropies	Conferences related to leadership development as a Mayor
	see attached

**10. DEBTS**

Describe all debts of you, your spouse, and dependent children in excess of \$5,000.

FAMILY MEMBER	NAME AND ADDRESS OF CREDITOR
Yadira Ramos-Herbert	Bank of America PO Box 15019, Wilmington, DE 19850-5019
Yadira Ramos-Herbert	Wells Fargo P.O. Box 51193 Los Angeles, CA 90051-5493
Yadira Ramos-Herbert and Jeffrey Herbert	TD Bank Mortgage 1 Vanderbilt Avenue, 21st Floor, New York, NY 10017
Yadira Ramos-Herbert and Jeffrey Herbert	Rocket Mortgage 1050 Woodward Avenue, Detroit, MI 48226

**11. REAL PROPERTY**

List below the ownership in real property, either in whole or in part, owned by the reporting individual, the spouse of a reporting individual, or the dependent children of a reporting individual, or corporation of whom the reporting individual is an officer, or partnership of which the individual is a member. *Do not list any real property which is the primary or secondary residence of the reporting individual or spouse, except where there is a co-owner who is not a relative.*

FAMILY MEMBER	ADDRESS OF PREMISES OWNED	DATE OF ACQUISITION
N/A	N/A	N/A

The reporting individual acknowledges a continuing obligation to provide disclosure as required herein on an annual date designated by the City Council of the City of New Rochelle as such information is required by the reporting individual, the spouse of the reporting individual or any dependent child of the reporting individual.

The Financial Disclosure Statement shall be filed with the appropriate office designated by the City Council of the City of New Rochelle, which shall be the City Clerk. A reporting individual who knowingly and willfully fails to file an annual statement of Financial Disclosure as required herein or who knowingly and willfully with intent to deceive makes a false statement or gives information which such individual knows to be false on such Statement of Financial Disclosure, filed pursuant to this requirement, on an annual basis, shall be subject to such discipline and sanctions as are enunciated under any State or Local Ethics Code as now enacted or as hereinafter amended from time to time, or as otherwise required under any collective or contractual bargaining agreement between the City of New Rochelle and the reporting individual.

Nothing contained in this section shall be construed as precluding any public authority or municipal corporation from exercising any authority or power, now or hereafter existing to require any of its members, directors, officers or employees to file Financial Disclosure Statements that are the same as, different from, or supplemental to any of the requirements contained herein.

The employees, officers, elected officials and appointees acknowledges the receipt of a copy of the Code of Ethics of the City of New Rochelle, New York and that the information provided in this disclosure is true and correct to the best of my ability.

Print Name: YADINA RAMOS - HERSHULT

Date: 2/27/25

Signature: [Signature]

**FOR OFFICIAL USE ONLY**

City Clerk:

DATE RECEIVED	<u>2/27/25</u>	INITIALS	<u>[Signature]</u>
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Board of Ethics Board Members:

DATE REVIEWED	<u>4/28/25</u>	INITIALS	<u>[Signature]</u>
DATE REVIEWED	<u>4/28/25</u>	INITIALS	<u>[Signature]</u>
DATE REVIEWED	<u>4-28-25</u>	INITIALS	<u>[Signature]</u>
DATE REVIEWED		INITIALS	

DATE: \_\_\_\_\_

APPROVED

DENIED

DATE: \_\_\_\_\_

RESUBMITTED

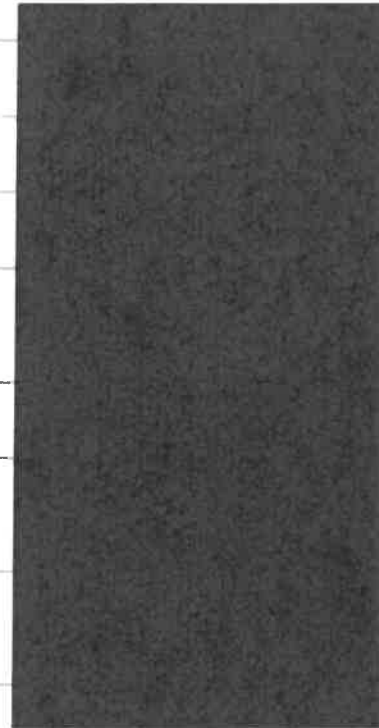
**DEADLINE: FEBRUARY 28, 2025**

**Yadira Ramos-Herbert**  
**2024 Financial Disclosure Addendum**

**D. Investments**

Itemize and describe all investments or other assets in excess of \$5,000 or 5% of the value in any business corporation or partnership, including stocks, bonds, loans, pledged collateral and other investments for you and your spouse and dependent children, if any.

Family Member	Name and Address of Business	Description of Investment
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
Yadira Ramos-Herbert and Jeffrey Herbert	Vanguard 100 Vanguard Blvd Malvern, PA 19355	Retirement Savings
Yadira Ramos-Herbert and Jeffrey Herbert	TIAA 41 East 11 Street NY NY	Retirement Savings
Yadira Ramos-Herbert and Jeffrey Herbert	Apple Bank 122 W. 42 <sup>nd</sup> Street New York NY	Savings
Yadira Ramos-Herbert	Fidelity PO Box 770001 Cincinnati OH	Savings



**9. Third Party Reimbursement**

Identify and describe the source of any third-party reimbursement for travel-related expenditures in excess of \$1,000 for any matter that relates to your official duties. The term "reimbursement" includes any travel-related expenses provided by anyone other than the City of New Rochelle for speaking engagements, conferences, or fact-finding events that related to your official duties.

In 2024 Bloomberg Philanthropies invited me to attend the Bloomberg Harvard City Leadership Initiative. Bloomberg Philanthropies has partnered with Harvard Business School and the Harvard Kennedy School of Government to provide mayors around the world with the resources, support, and expertise they need to help them grow as leaders and to implement proven, innovative strategies in order to solve the biggest problems their cities face. This training occurred in NY over three days. I have attached the travel information for the program. All expenses were covered.

I was also invited to attend Bloomberg City Labs training in Mexico City. I stayed for two nights during my time participated in workshops related to communications as a tool for municipalities. This was also underwritten by Bloomberg Philanthropies. I have attached the travel information for the program.



## Important Bloomberg CityLab 2024 Logistical Details & Hotel Confirmation

Natalie Shoultz <Natalie.Shoultz@aspeninstitute.org>

Sun, Oct 6, 2024 at 8:33 PM

To: "yramosherbert@newrochelleny.com" <yramosherbert@newrochelleny.com>



IN PARTNERSHIP WITH  aspen institute

Dear Mayor Yadira Ramos-Herbert:

We are delighted you will join us for Bloomberg CityLab 2024, October 14-16 in Mexico City, Mexico! This correspondence will provide you with information regarding:

- Hotel Information
- Ground Transportation & Airport Information
- Onsite Registration
- Bloomberg CityLab 2024 App & Agenda
- Field Trip Activity & Information
- Attire
- Health & Altitude in CDMX
- Media Engagement & Social Media Toolkit Information
- Event Contact Details

Bloomberg CityLab 2024 will take place at the InterContinental Presidente Mexico City.

### Hotel Information

You are confirmed for lodging at:

InterContinental Presidente

**Check-in: 10/13/2024**

**Check-out: 10/15/2024**

**Reservation Confirmation #: 50572091**

*Check in 3pm, Check out 12pm*

The address of your hotel accommodations is:

Campos Elíseos 218, Polanco, Col. Chapultepec Polanco, Miguel Hidalgo, 11560 Ciudad de México, CDMX, Mexico

All guests entering the hotel must be credentialed. We show you do not have an additional guest on the above reservation. If you do have a guest, please send us their name and email.

If any of the above information is incorrect, please respond to this email and copy Oscar Abello, [oscar.abello@aspeninstitute.org](mailto:oscar.abello@aspeninstitute.org) as soon as possible. Do not contact the hotel for any changes. The above hotel accommodations have been provided for you on behalf of CityLab, but any incidentals will be charged to the credit card that you provide at check in. If you are staying additional nights, before or after CityLab, for which you will be responsible, your credit card will be charged accordingly by the hotel.

#### **Ground Transportation & Airport Information**

Complimentary CityLab airport shuttles from the Benito Juárez Airport to the InterContinental Presidente are available at the below times:

Sunday, October 13: 11am-7pm

Monday, October 14: 10am-5pm

Wednesday, October 16: 11am-5pm (shuttles run from the InterContinental Presidente to the Benito Juárez Airport for departure flights)

After going through customs and collecting any baggage, head to the arrivals doors. Our staff will be identifiable with a "Bloomberg CityLab" sign and will assist you in locating the shuttle.

If you are arriving/departing outside of the above times, we recommend using rideshares or booking with a cab company. Uber, Didi, and Cabify are the rideshares that operate in CDMX. Please refer to this article for more information regarding rideshares and authorized cab companies. Traffic in Mexico City can be unpredictable and we suggest allocating at least 1 hour of travel time to/from the airport.

Parking is available at the InterContinental. Valet is \$12 USD/232 MXD. Self service is \$10 USD/193 MXD. Limited complimentary parking is available on a first-come first-serve basis.

### **Onsite Registration**

Onsite registration is open for you to pick up credentials and registration materials during the following times (All CityLab attendees must wear their credentials at ALL times, including during field trips and offsite activities). You must provide a photo ID to collect your badge.

- Sunday, October 13, 2:00 PM to 8:00 PM, *Lobby of the InterContinental Presidente*
- Monday, October 14, 7:00 AM to 8:00 PM, *Lobby of the InterContinental Presidente*
- Tuesday, October 15, 7:00 AM to 8:00 PM, *Lobby of the InterContinental Presidente*
- Wednesday, October 16, 8:00 AM to 3:00 PM, *Lobby of the InterContinental Presidente*

### **Bloomberg CityLab 2024 App**

The Bloomberg CityLab 2024 app is now live! Please see instructions on how to download the app [here](#).

Your username is the email you used to register for CityLab.

Password: CityLab!2024

We encourage you to include your contact information so that you can connect with other CityLab CDMX attendees before you arrive and on site. Check out our schedule, review CityLab speakers, and more. You can also explore more about CityLab [here](#).

### **Field Trip Information**

Field trips are limited capacity, sign-up only experiences. Space is limited on field trips, and we limit field trips to **one per attendee**. **Sign-ups will be released October 7.**

If you sign up for a field trip, you will receive a confirmation email by October 13 with additional details. If you sign up for a field trip and are no longer able to go, please email [natalie.shoultz@aspeninstitute.org](mailto:natalie.shoultz@aspeninstitute.org) so that we can free up your spot for another participant.

If you would like to attend a field trip but space is full, check with our registration desk throughout the event for updated capacity and information. We often have no-shows and typically end up accommodating additional attendees.

### **Attire**

We recommend dressing in business attire for Bloomberg CityLab 2024. Please bring proper attire if you are joining any of the optional field trips, especially the Xochimilco tour. We recommend comfortable shoes and sunscreen. Rain is expected, so please prepare accordingly. Your session brief includes attire recommendations based on microphones.

### **Health and Altitude in CDMX**

Mexico City's elevation in feet is 7,349, or 2, 240 meters above sea level.

To avoid altitude sickness, here are some tips to keep in mind:



- Stay hydrated: drink plenty of water
- Make sure you get enough rest
- Acclimate slowly; do not engage in strenuous activity
- Be mindful of alcohol and caffeine consumption

Common symptoms of altitude sickness include headaches, dizziness, fatigue, shortness of breath, and nausea. Please see the medic onsite or alert a staff member if you feel unwell.

### **Media Engagement & Social Media Toolkit**

Please find social media toolkits here [HERE](#).

A note from our press team: if you are interested in engaging with the media while attending Bloomberg CityLab, or want to share remarks with press, our media relations team can work with you or your PR representative to facilitate introductions to press and help arrange informal huddles. Please contact the Aspen Institute Associate Director of Media Relations, Jon Purves: [Jon.Purves@aspeninstitute.org](mailto:Jon.Purves@aspeninstitute.org) and the Bloomberg Philanthropies Government Innovations Communications Lead Sam Fuld ([sam@bloomberg.org](mailto:sam@bloomberg.org)) more information.

### **Contact Information**

If you have any questions during CityLab, please contact any of the below members of our team:

- General Questions, Event Info | [citylab@aspeninstitute.org](mailto:citylab@aspeninstitute.org)
- Hotel Accommodations: Oscar Abello | [oscar.abello@aspeninstitute.org](mailto:oscar.abello@aspeninstitute.org) | +1 (561) 371-7372\*
- Field Trip Sign-Up: Natalie Shultz | [natalie.shultz@aspeninstitute.org](mailto:natalie.shultz@aspeninstitute.org)
- Travel: Mary Tselepis: [mtselepis@travelleaders.com](mailto:mtselepis@travelleaders.com) | +1 410-299-2530\*
- App Support: [citylab@gramercytech.zendesk.com](mailto:citylab@gramercytech.zendesk.com)

*\*Available on Whatsapp*

Again, we thank you for your participation in Bloomberg CityLab 2024. On behalf of all of us at Bloomberg Philanthropies and the Aspen Institute, we look forward to seeing you in Mexico City!

The CityLab 2024 Team

# MAYORS INNOVATION STUDIO

at **BLOOMBERG CITYLAB**

*Navigating the Evolving Information Landscape*

## Agenda

Monday, October 14th

- ✓ 10:00 AM Welcome and Framing the Day  
Kerry Anderson, Bloomberg Philanthropies
- ✓ 10:10 AM Today's Information Consumer: Building Trust and Creating New Worlds  
Francisco Ramos, Vice President for Latin American Content, Netflix
- ✓ 10:30 AM Leading Through Media Disruption: Strategies for News, Polarization, and Misinformation  
Interactive works facilitated by Nancy Gibbs, Director, Harvard Shorenstein Center on Media, Politics and Public Policy
- ✓ 12:00 PM Lunch
- ✓ 1:00 PM Inspiration from Messaging Masters: The Art and Science of Visual Communications  
Case studies and lessons from Felipe Ribeiro, Chief Creative Officer Wieden + Kennedy - Portland
- 1:45 PM Breaking Through to Residents: Global Mayors that are Changing the Game  
Mayor Matúš Vallo, Bratislava, Slovakia  
Mayor Daniela Peñaloza, Las Condes, Chile  
Mayor Muriel Bowser, Washington D.C., United States  
Governor Sakaja, Nairobi, Kenya
- 2:15 PM Break
- 2:45 PM When It Matters Most: Innovative Communications in Defense of Democracy  
with Oleg Polovynko, Advisor to the Mayor of Kyiv on Digitization
- 3:05 PM Closing  
Luke McGowan, Bloomberg Philanthropies
- 3:15 PM Group Photo

Bloomberg  
Philanthropies



## Mayors Innovation Studio Roster

Albany, New York, U.S.A., Kathy Sheehan  
Allentown, Pennsylvania, U.S.A., Matt Tuerk  
Álvaro Obregón, Mexico, Javier López Casarín  
Aurora, Illinois, U.S.A., Richard Irvin  
Banjul, Gambia, Rohey Malick Lowe  
Baqaal-Gharbiyye, Israel, Raed Daka  
Beaverton, Oregon, U.S.A., Lacey Beaty  
Bernardino, California, U.S.A., Helen Tran  
Boca Raton, Florida, U.S.A., Scott Singer  
Boise, Idaho, U.S.A., Lauren McLean  
Bologna, Italy, Matteo Lepore  
Boulder, Colorado, U.S.A., Aaron Brockett  
Braga, Portugal, Ricardo Rio  
Bratislava, Slovakia, Matúš Vallo  
Butuan, Philippines, Ronnie Vicente Lagnada  
Champaign, Illinois, U.S.A., Deborah Feinen  
Charleston, South Carolina, U.S.A., William Cogswell  
Chattanooga, Tennessee, U.S.A., Tim Kelly  
Chillicothe, Ohio, U.S.A., Luke Feeney  
City of Cincinnati, Ohio, U.S.A., Aftab Pureval  
Cluj-Napoca, Romania, Emil Boc  
Columbia, Missouri, U.S.A., Barbara Buffaloe  
Dearborn, Michigan, U.S.A., Abdullah Hammoud  
Denver, Colorado, U.S.A., Michael Johnston

Des Moines, Iowa, U.S.A., Connie Boesen  
Durham, North Carolina, U.S.A., Leonardo Williams  
Emek Hefer, Israel, Galit Shaul  
Flint, Michigan, U.S.A., Sheldon Neeley  
Fort Collins, Colorado, U.S.A., Jennifer Arndt  
Gdansk, Poland, Aleksandra Dulkiewicz  
Glasgow, United Kingdom, Susan Aitken  
Guadalajara, Mexico, Verónica Delgadillo García  
Guatemala City, Guatemala, Ricardo Quiñónez Lemus  
Hampton, Virginia, U.S.A., Donnie Tuck  
Hartford, Connecticut, U.S.A., Arunan Arulampalam  
Helsinki, Finland, Juhana Mikael Vartiainen  
High Point, North Carolina, U.S.A., Cyril Jefferson  
Istanbul, Turkey, Ekrem Imamoglu  
Jackson, Mississippi, U.S.A., Chokwe Lumumba  
Kadima-Zoran, Israel, Keren Green  
Kafr Qara, Israel, Firas Badhe  
Kansas City, Missouri, U.S.A., Quinton Lucas  
Kitchener, Canada, Berry Vrbancovic  
Kseifa Local Council, Israel, Abd El Aziz Nsasra  
Lansing, Michigan, U.S.A., Andy Schor  
Las Condes, Chile, Daniela Peñaloza  
Las Cruces, New Mexico, U.S.A., Eric Enriquez  
Lincoln, Nebraska, U.S.A., Leirion Gaylor Baird



Little Rock, Arkansas, U.S.A., Frank Scott  
Liverpool City Region Combined Authority,  
United Kingdom, Steve Rotheram  
Longueuil, Canada, Catherine Fournier  
Lower Hutt, New Zealand, Campbell Barry  
Lucie, Florida, U.S.A., Shannon Martin  
Lusaka, Zambia, Chilando Chitangala  
Lynn, Massachusetts, U.S.A., Jared Nicholson  
Mansa, Zambia, Njikhos Musuku  
Masaka, Uganda, Florence Namayanja  
Missoula, Montana, U.S.A., Andrea Davis  
Mogi Das Cruzes, Brazil, Caio Cunha  
Moncton, Canada, Dawn Arnold  
Montego Bay, Jamaica, Richard Vernon  
Montevideo, Uruguay, Mauricio Zunino  
Montgomery, Alabama, U.S.A., Steven Reed  
Nesher, Israel, Roey Levi  
New Orleans, Louisiana, U.S.A., LaToya Cantrell  
New Rochelle, New York, U.S.A., Yadira Ramos-  
Herbert  
Newport News, Virginia, U.S.A., Phillip Jones  
Nouakchott, Mauritania, Fatimatou Malick  
Oklahoma City, Oklahoma, U.S.A., David Holt  
Oakville, Canada, Rob Burton  
Nairobi City County, Kenya, Sakaja Johnson  
Paterson, New Jersey, U.S.A., André Sayegh  
Philadelphia, Pennsylvania, U.S.A., Cherelle  
Parker

Pikine, Senegal, Abdoulaye Thimbo  
Pomona, California, U.S.A., Tim Sandoval  
Portsmouth, Virginia, U.S.A., Shannon Glover  
Providence, Rhode Island, U.S.A., Brett Smiley  
Quelimane, Mozambique, Miguel de Araujo  
Reykjavik, Iceland, Einar Þorsteinsson  
Riverside, California, U.S.A., Patricia Lock  
Dawson  
Rochester, Minnesota, U.S.A., Kim Norton  
Rochester, New York, Malik Evans  
Rosario, Argentina, Pablo Javkin  
Salem, Oregon, U.S.A., Chris Hoy  
San Antonio, Texas, U.S.A., Ron Nirenberg  
San Isidro, Argentina, Ramón Lanús  
San Miguel de Tucumán, Argentina, Rossana  
Chahla  
Sarajevo, Bosnia and Herzegovina, Benjamina  
Karić  
Savannah, Georgia, U.S.A., Van Johnson  
Seongnam-si, Republic of Korea, Shin Sang-Jin  
Skopje, North Macedonia, Danela Arsovska  
Soacha, Colombia, Víctor Julián Sánchez Acosta  
South Bend, Indiana, U.S.A., James Mueller  
St. Louis, Missouri, U.S.A., Tishaura Jones  
Tempe, Arizona, U.S.A. Corey Woods  
Tirana, Albania, Erion Veliaj  
Trenton, New Jersey, U.S.A., Reed Gusciora  
Tres de Febrero, Argentina, Diego Valenzuela

Meet the  
Participants



Turin, Italy, Stefano Lo Russo

uMngeni, South Africa, Chris Pappas

Union City, California, U.S.A., Carol Dutra-  
Vernaci

Vacaville, California, U.S.A., John Carli

Vancouver, Washington, U.S.A., Anne  
McEnerney-Ogle

Vilnius, Lithuania

Washington, District of Columbia, U.S.A., Muriel  
Bowser

Waterloo, Iowa, U.S.A., Quentin Hart

West Palm Beach, Florida, U.S.A., Keith James

Windhoek, Namibia, Queen Omagano Kamati



HARVARD Kennedy School  
**SHORENSTEIN CENTER**  
on Media, Politics and Public Policy

# Navigating the Evolving Information Landscape

## 8 Future-Ready Strategies for City Mayors

*In today's fractured information environment, it's time to reimagine how you lead and engage your community*

- 1. Diversify Your Media Consumption** Expand your sources, beyond the official and familiar, to gain a broader, more strategic view – and hear other voices yourself.
- 2. Engage Independent Voices** Partner with citizen journalists, community influencers, and independent voices to amplify trusted information.
- 3. Frame Messages for Broad Appeal** Reframe issues to avoid partisan triggers (e.g., “extreme weather” verses “climate crisis.”)
- 4. Focus on Local Concerns** Prioritize unifying around community needs rather than national politics.
- 5. Equip Your Team for Social Listening** Treat media monitoring like opposition research and stay informed on the pulse of public conversations.
- 6. Identify Key Spreaders of Mis/Disinformation** Identify critical groups that require focused engagement and tailored interventions.
- 7. Proactively Shape the Narrative** Equip your staff to craft a clear, proactive message that reflects your city's priorities—don't get sidetracked by never-ending fact-checking.
- 8. Use Data to Inform Messaging** Seek out and analyze hyper-local data sources and intelligence to ensure your communications resonate with community concerns and values.

## Misinformation PIPE Action Plan

Rumor, controversy and misinformation have always accompanied new technology, and platforms are scaling back content moderation—this won't change soon. The PIPE action plan helps assess and respond to this era of information problems:

<b>P</b>	<b>Problem:</b> Identify the issue—what is it, who benefits, where is it happening?
<b>I</b>	<b>Impact:</b> Focus on your community—how is it affected, who is at risk, is it illegal?
<b>P</b>	<b>Possibility:</b> Determine realistic actions—will platforms intervene, can the media debunk it, or will it fade on its own?
<b>E</b>	<b>Expectation:</b> Set realistic goals for short and long-term outcomes. Build trust with your community and evaluate results.

More on the PIPE framework can be found with the QR code and at [ShorensteinCenter.org](https://ShorensteinCenter.org)

## Polarization Conversational Receptivity Tips

Developed by Harvard Kennedy School Professor Julia Minson, the "HEAR" process improves communication through ideological, partisan, or personal disagreements:

<b>H</b>	<b>Hedge your claims</b> , even if you're confident, to show openness to other perspectives.
<b>E</b>	<b>Emphasize agreement</b> by finding common ground without compromising your position.
<b>A</b>	<b>Acknowledge the opposing view</b> by restating it to show you understand.
<b>R</b>	<b>Reframe positively</b> , avoiding negative or contradictory language to shift the conversation's tone.

To learn more and practice your conversational receptivity skills with a custom AI tool, visit Professor Minson's website: [receptiveness.net](https://receptiveness.net)



Wednesday, February 26, 2025 at 17:58:23 Eastern Standard Time

**Subject:** RE: Final Reminders for NYC Program | Bloomberg Harvard City Leadership Initiative  
**Date:** Monday, July 8, 2024 at 5:25:59 PM Eastern Daylight Time  
**From:** Wheat, Nina  
**To:** Ramos Herbert, Yadira

**EXTERNAL SENDER: DO NOT CLICK links or open attachments** unless you recognize the sender and know the content is safe. If unsure, contact IT for guidance.

Wonderful – we look forward to seeing you soon!

**From:** Ramos Herbert, Yadira <yramosherbert@newrochelleny.com>  
**Sent:** Monday, July 8, 2024 4:58 PM  
**To:** Wheat, Nina <nina\_wheat@hks.harvard.edu>  
**Subject:** Re: Final Reminders for NYC Program | Bloomberg Harvard City Leadership Initiative

Awesome. No need to adjust! I'm happy to get in on the 13th. Thank you so much!

**From:** Wheat, Nina <nina\_wheat@hks.harvard.edu>  
**Sent:** Monday, July 8, 2024 2:27:22 PM  
**To:** Ramos Herbert, Yadira <yramo:herbert@newrochelleny.com>  
**Subject:** RE: Final Reminders for NYC Program | Bloomberg Harvard City Leadership Initiative

**EXTERNAL SENDER: DO NOT CLICK links or open attachments** unless you recognize the sender and know the content is safe. If unsure, contact IT for guidance.

Hi Mayor Yadira,

Thank you for reaching out. Our travel partners will be sending their final confirmations on Wednesday – so nothing was missed!

I can confirm that we have your hotel reservation at the Loews Regency with **check-in on Saturday, July 13** and **check-out on Wednesday, July 17**. If you would like us to adjust this at all, I'd be happy to do so. The reservation will be under your name, but I can also request a confirmation number.

With thanks,  
Nina

—  
**Nina Wheat** | Assistant Program Director, Executive Education



## Bloomberg Harvard City Leadership Initiative

**From:** Ramos Herbert, Yadira <[yramosherbert@newrochelleny.com](mailto:yramosherbert@newrochelleny.com)>

**Sent:** Monday, July 8, 2024 2:08 PM

**To:** Wheat, Nina <[nina\\_wheat@hks.harvard.edu](mailto:nina_wheat@hks.harvard.edu)>

**Subject:** FW: Final Reminders for NYC Program | Bloomberg Harvard City Leadership Initiative

Hi Nina:

Thank you for this comprehensive reminder. Super quick question, I live in the NYC area so I will be arriving using local transportation. However, should I have received additional information re: the hotel reservation? Are the hotel reservations starting on the 14<sup>th</sup> or the night before?

Thank you so much!

Yadira

**From:** Bloomberg Harvard City Leadership Initiative <[cityleadership\\_mayors@harvard.edu](mailto:cityleadership_mayors@harvard.edu)>

**Sent:** Monday, July 8, 2024 2:05 PM

**To:** Ramos Herbert, Yadira <[yramosherbert@newrochelleny.com](mailto:yramosherbert@newrochelleny.com)>

**Cc:** Ramos Herbert, Yadira <[yramosherbert@newrochelleny.com](mailto:yramosherbert@newrochelleny.com)>; Pedroza-Valentin, Maria <[mpedroza@newrochelleny.com](mailto:mpedroza@newrochelleny.com)>

**Subject:** Final Reminders for NYC Program | Bloomberg Harvard City Leadership Initiative

**EXTERNAL SENDER: DO NOT CLICK links or open attachments unless you recognize the sender and know the content is safe. If unsure, contact IT for guidance.**

Dear Mayor Ramos-Herbert,

We look forward to welcoming you to New York City for the Bloomberg Harvard City Leadership Initiative! The official program will begin at 9:30 a.m. on Sunday, July 14, 2024 and conclude at 3:45 p.m. on Wednesday, July 17, 2024. In preparation for your arrival, we've included some important information and reminders below.

**Submit Your Key Priority:** We have asked you to select one key priority that you will focus on throughout the year and submit it to us by today, Monday, July 8. Please submit your key priority as soon as possible if you have not already.

**Access Course Website:** If you have not yet accessed the course website, please do so as soon as possible. We've added information to this site, including the program agenda and bios of other participants in your class. Readings and assignments are available under modules. Please print the readings in advance if hard copies are preferred. In the modules section, you will find links to download each day's readings to make it easier to print. Please let us know if you have any issues accessing the website.

- **Step 1 – If you have not registered:** Register at this link if you have not yet setup your account: . You will be prompted to create a password.

- **Step 2 - If you have registered:** Once you have your account, please use this link to access the course website: <https://exed.canvas.harvard.edu/courses/4978>

**Arrival and Hotel:** Accommodations are at the Loews Regency New York Hotel located at 540 Park Avenue. When checking in, let the hotel know your name and that you are with the "Bloomberg Harvard" group. Please have a valid ID and credit card ready as they may be requested for check-in and to guarantee payment of incidental charges. Check-in is at 4:00 p.m. The hotel will do its best to accommodate early check-ins for those arriving prior to 4:00 p.m.

**Please note:** On Saturday, July 13, there will be a program welcome table in the lobby of the hotel between 2:00 p.m. - 5:00 p.m. Please stop by to pick up a dinner voucher if you would like to have dinner at the hotel or if you have any questions.

**Review Travel Information:** Please refer to the itinerary previously sent for your travel. You should have also received car service confirmation from [cityleadership@canvasmeetings.com](mailto:cityleadership@canvasmeetings.com). If you did not receive either or if you need them resent to you, please contact the team at [cityleadership@canvasmeetings.com](mailto:cityleadership@canvasmeetings.com) or at (470) 658-5027. If you are flying, please check-in for your flight 24 hours prior to traveling. For any travel-related questions or issues, please utilize the numbers provided below:

- For travel emergencies between 7:00 a.m. - 6:00 p.m. EST, contact the travel team at [cityleadership@canvasmeetings.com](mailto:cityleadership@canvasmeetings.com) or by phone at 917-983-9227. You may text or call and leave a voicemail so your call may be returned. Please reference the Group Name "Bloomberg Harvard."
- For travel emergencies outside of these times, contact the Travel After-Hours Service:
  - 1-203-800-4680
  - For international calls, dial the international code prior to the phone number, such as 00-1-203-800-4680

**Morning Transportation:** Classes will be held at Bloomberg LP, located at 731 Lexington Avenue between 58th and 59th Streets. The Hotel is about a 7-minute walk to Bloomberg LP. Walking is encouraged, however, a shuttle will also be available if preferred. We will begin each morning with breakfast at 8:00 a.m. except for Sunday, when we will start at 9:30 a.m.

**Security Check-in at Bloomberg LP:** At the start of each morning, you'll need to check-in at the security desk at Bloomberg LP and receive a name badge. Staff will be there to assist. Please bring government issued identification. Name badges must be worn at all times.

**Dress Code:** The dress code for the program is business casual. We recommend bringing layers as the classroom can run cold. Comfortable walking shoes are strongly encouraged.

**Events and Activities:** In addition to our classroom sessions, we have a reception on Sunday, tour and dinner on Monday, and reception on Tuesday. Transportation will be provided. Attendance at all sessions and evening events is a program requirement.

**COVID-19 Guidance:** While there are no testing requirements to attend the program, you must be fully recovered from COVID-19 and symptom-free prior to the program start and for the duration of the program week. If you are feeling unwell during the week, please do not attend class and inform the program team of your absence. If you experience any symptoms during the week, the program team can provide you with a rapid test kit.

**Our Contact:** For any questions or concerns leading up to the program or while in New York City, please feel free to reach out to me, Nina Wheat, at +1-617-998-5105 or [nina\\_wheat@hks.harvard.edu](mailto:nina_wheat@hks.harvard.edu) or Ali Ciafre at +1-212-205-7401 or [alexandrac@bloomberg.org](mailto:alexandrac@bloomberg.org). Additionally, please contact Ali for any questions regarding the evening events.

Sincerely,  
Nina

**Nina Wheat** | Assistant Program Director, Executive Education  
**Bloomberg Harvard City Leadership Initiative**  
79 JFK Street, Mailbox 73, Cambridge, MA 02138 USA  
617.998.5105 | [nina\\_wheat@hks.harvard.edu](mailto:nina_wheat@hks.harvard.edu) | [cityleadership.harvard.edu](http://cityleadership.harvard.edu)