

**Date :** 4/28/2020 10:42:50 AM  
**From :** "Jamie Malanowski"  
**To :** "Barbara Sutton (health.ny.gov)"  
**Cc :** "Gary C Holmes (health.ny.gov)" , "Thomas Topousis"  
**Subject :** Re: Seeking your advice on reaching Dr. Zucker

Thanks, Barbara. This is very helpful.

We are hoping to produce a narrative that not a history of the State's response to the crisis per se, but that is about decision-making, leadership and the goals and values of government as demonstrated in New York State during this crisis. Therefore, at any given moment during the crisis, we want to know what information the governor had, what he was thinking and feeling, and how he acted on the information at hand.

Obviously Dr. Zucker and everyone else in the government is still absorbed in fighting this disease. We're thinking the best approach the coronavirus experience into several periods, and see if we could talk to Dr. Zucker for 20-30 minutes about one period at a time.

We would like to begin at the beginning, from the period when the Governor first became aware of this virus, through our initial responses, then through the period when NYS obtained permission from the CDC to design its own tests, up to March 3, when the legislature appropriated \$40 million to fight the disease.

Topics we would like to discuss in this first interview:

- When the Governor first became aware of the threat/ the earliest discussions between the Governor and Dr. Zucker about the disease
- What options were discussed, and what plans adopted prior to the first cases reaching New York
- Insights into the government's decision-making process
- Discuss the set of developments that led to New York State seeking permission to conduct its own tests. What were you hearing from Washington (FDA? CDC?) about its testing program? When did it become clear that they would have problems delivering tests? What was the decision-making process used by the Governor to obtain permission for the State to do its own tests?
- Plus any areas Dr. Zucker thinks we should include.

Later we hope to talk to Dr. Zucker about the New Rochelle hotspot, the resources crunch, and so on.

Does this help clarify what we're looking to accomplish?

Thanks for your help.

Regards,

Jamie

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**From:** Sutton, Barbara (HEALTH) <Barbara.Sutton@health.ny.gov>  
**Sent:** Tuesday, April 28, 2020 9:54 AM  
**To:** Danielle Greene (health.ny.gov); Jamie Malanowski; Megan Baldwin  
**Cc:** Gary C Holmes (health.ny.gov); Jacqueline S Silvia (health.ny.gov); Sarah E Brazzell (health.ny.gov)  
**Subject:** Re: Seeking your advice on reaching Dr. Zucker

Hi Jamie:

Hopefully Gary Holmes can get you some time with Dr. Zucker soon, but it would help if he knows specifically what information you need. Dr. Zucker won't have time for a ranging interview, but we can get replies to targeted questions. Keep nudging Gary about that.

Chamber has managed the public narrative on COVID since early February, so you know that part. I'm assuming you want more of the DOH history in pandemic prep, surge drills, H1N1 response, and that kind of stuff.

Meantime, here's a PPT and script we prepared for Dr. Zucker's April 13 ASTHO talk that might help. It's already dated but gets in relevant parts of the story. Dr. Zucker has given many talks on COVID over the past two months, but as you know the story keeps shifting so it's kind of like a Scrabble board every time you pick up.

Thanks,  
Barbara

Barbara Sutton

Speechwriter, Public Affairs Group

New York State Department of Health

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**From:** Greene, Danielle (HEALTH) <Danielle.Greene@health.ny.gov>

**Sent:** Tuesday, April 28, 2020 12:06 AM

**To:** Malanowski, Jamie (CHAMBER) <Jamie.Malanowski@exec.ny.gov>; Baldwin, Megan (CHAMBER) <Megan.Baldwin@exec.ny.gov>; Sutton, Barbara (HEALTH) <Barbara.Sutton@health.ny.gov>

**Cc:** Holmes, Gary C (HEALTH) <Gary.Holmes@health.ny.gov>; Silvia, Jacqueline S (HEALTH) <Jacqueline.Silvia@health.ny.gov>; Brazzell, Sarah E (HEALTH) <sarah.brazzell@health.ny.gov>

**Subject:** RE: Seeking your advice on reaching Dr. Zucker

Apologies. Barbara Sutton from Gary's team may be the best person to assist you. adding her here.

Best

Danielle

Danielle Greene  
[REDACTED]

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**From:** Jamie Malanowski <Jamie.Malanowski@exec.ny.gov>

**Sent:** Monday, April 27, 2020 10:07 AM

**To:** Baldwin, Megan (CHAMBER) <Megan.Baldwin@exec.ny.gov>

**Cc:** Holmes, Gary C (HEALTH) <Gary.Holmes@health.ny.gov>; Greene, Danielle (HEALTH) <Danielle.Greene@health.ny.gov>; Silvia, Jacqueline S (HEALTH) <Jacqueline.Silvia@health.ny.gov>; Brazzell, Sarah E (HEALTH) <sarah.brazzell@health.ny.gov>

**Subject:** Re: Seeking your advice on reaching Dr. Zucker

Good morning--

Any progress on this request?

Thanks,

Jamie

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**From:** Megan Baldwin

**Sent:** Wednesday, April 22, 2020 4:56 PM

**To:** Jamie Malanowski

**Cc:** Gary C Holmes (health.ny.gov); Danielle Greene (health.ny.gov); Jacqueline S Silvia (health.ny.gov); Sarah E Brazzell (health.ny.gov)

**Subject:** Re: Seeking your advice on reaching Dr. Zucker

Hi Jamie I'm adding his chief of staff, PIO and assistants here to help.danielle / Gary can you help.

Sent from my iPhone

On Apr 22, 2020, at 4:49 PM, Jamie Malanowski <[Jamie.Malanowski@exec.ny.gov](mailto:Jamie.Malanowski@exec.ny.gov)> wrote:

Hi Megan--

Melissa DeRosa has asked Tom Topousis and myself to prepare a narrative of the Governor's response to the coronavirus crisis. We would like to talk to Dr. Zucker.

I would love to get your advice on the best way to reach him and set up an interview.

Here is a letter we have drafted:

*Dear Dr. Zucker—*

*Jamie Malanowski here, one of the Governor's speechwriters, writing on behalf of myself and Tom Topousis, who was the Director of Speechwriting until recently.*

*Melissa DeRosa has asked Tom and me to put together a history of the Executive Chamber's response to the coronavirus pandemic, and she asked us to reach out to you.*

*We are building the narrative in layers—first using a timeline of events; second, interviews with key principles; leading third, to an interview with the Governor.*

*I know you must be tremendously busy, but I would be grateful if one of both if us could please interview you for a half hour or so sometime during the next week or two.*

*During this first session, we would like to cover the period between January 1<sup>st</sup> and March 3<sup>rd</sup>—that is, from the period when the Governor first became of the virus's potential threat, up to the point when he signed the legislation that appropriated \$40 million to fight the pandemic. If you like, we can prepare a list of topics we would like to discuss.*

*We would be happy to conduct this call at your convenience.*

*Thanks,*

*Jamie Malanowski*

If you have thoughts on the letter, please share, along with your recommendation on the best way to route the letter.

Thanks,

Jamie