



DAKOTA SANTIAGO FOR THE NEW YORK TIMES

The Death of a Family

Two Spanish business executives and their three children died on Thursday when a helicopter crashed near New York City. Page A16.

No-Nonsense Heiress Leading New York’s Police

By ELISABETH BUMILLER and MARIA CRAMER

Jessica S. Tisch, the billionaire heiress who is commissioner of the New York Police Department, had just walked into the dining hall on one of her first days at Harvard when she was accosted with an unmannerly question: How much did she weigh?

She was taken aback, but it turned out that the men’s lightweight crew team was looking for a coxswain, who shouts orders to the rowers. They needed someone both light and commanding. “They described it to me as, ‘You sit in front of the boat and you tell everyone what to do,’” she recalled in a recent interview.

It had definite appeal.

“I ended up being pretty good at it because of my personality,” she said. “I didn’t use my muscles so much. I used my voice and my brain.” In the end, she concluded,

Tisch Handles Pressure While Being Urged to Run for Mayor

it was “quite the foreshadow” of an unlikely and remarkable career.

Commissioner Tisch, 44, is now five months into a job running the nation’s largest police department and telling nearly 50,000 civilian and uniformed employees what to do. Taking command of an agency rocked by scandals and the departure of three commissioners over two years, she has already shaken up the staff and managed her first crisis, the hunt for a man charged with assassinating a United Healthcare executive.

The question is whether a woman with three Harvard degrees, a \$12 million Upper East Side du-

plex and no experience as a uniformed officer can succeed in one of the city’s toughest jobs. Her success will be defined in large part by how well she cleans up the battered department and how much she brings down the crime rate, both tall orders in New York.

Her task is more complicated because she reports to Mayor Eric Adams, a former police captain who until recently was under federal indictment. The mayor, who appointed Commissioner Tisch, is now the beneficiary of the Trump Justice Department, which successfully urged a judge to drop the corruption charges against him.

Commissioner Tisch speaks to the mayor daily but has said little about the Trump administration’s letting Mr. Adams off the hook. “I don’t want to talk about it,” she said in the interview.

She, too, is under pressure from a White House that wants local

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G.O.P. RESISTANCE TO MEDICAID CUTS

Senate Might Be Stage for a Funding Fight

By CATIE EDMONDSON and MICHAEL GOLD

WASHINGTON — When Republican leaders weigh which of their members might defy the party and defect on major legislation, Senator Jerry Moran’s name rarely comes up.

So it was all the more remarkable when Mr. Moran, a third-term senator from Kansas, went to the floor last week to issue a stark warning about how the budget blueprint his party was about to approve could affect his state.

Noting that the budget plan that Republicans were considering could lay the groundwork for sweeping cuts to Medicaid, Mr. Moran warned that such reductions might threaten struggling rural hospitals and, by extension, the future of the rural American heartland.

“I want to make certain that my colleagues know, in my view, the value of making certain we do no harm to those in desperate need of health care in Kansas and across the country,” Mr. Moran said.

Speaker Mike Johnson was able to put down a revolt on Thursday and push through that blueprint to deliver President Trump’s agenda of spending and tax cuts by promising House conservatives that their colleagues in the Senate would join them in cutting \$1.5 trillion in federal spending over the next decade.

The problem for Republicans is that it is increasingly clear that some G.O.P. senators simply do not have the appetite for the kinds of deep cuts that their counterparts in the House are agitating for. In recent days they have expressed concerns about repealing the entirety of President Joseph R. Biden Jr.’s Inflation Reduction Act and restricting access to food stamps.

But no issue has drawn quite so much resistance as the prospect of cuts to Medicaid.

“I’m not going to vote for Medicaid benefit cuts,” Senator Josh Hawley of Missouri, who has been one of the most outspoken Republicans on the issue, told reporters on Thursday shortly after the

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An Amenity Developers Can Support: Day Care

By ELIZA SHAPIRO

It was time for the real estate developer to face facts: No one was really using the common space on the second floor of his new Harlem apartment building.

Rather than let the room remain dormant, the developer, Josef Goodman, had an idea. Why not turn it into something that the neighborhood, rather than just the building’s residents, actually needed: a child care center.

On a recent weekday morning, a dozen toddlers who live nearby passed the deli on the building’s ground floor and climbed a flight of stairs to the revived lounge space, converted last fall into Little Legacy Village Preschool. They gathered on a rainbow mat and wriggled into a downward dog and child’s pose for a yoga session to start off the day.

The preschool is part of an emerging alliance between real estate, one of New York City’s most powerful industries, and child care, one of its most beleaguered.

David and Goliath being on the same team confers mutual benefits.

The city’s child care operators are often desperate for space but strapped for cash. Developers can



ELIAS WILLIAMS FOR THE NEW YORK TIMES

Students at Little Legacy Village Preschool in what was formerly a largely unused lounge space in a rental building in Harlem.

offer deals on rent or help with converting vacant spaces — all while offering wary neighbors an amenity that, unlike a pet spa or a cold plunge, might actually make their lives easier.

There is widening concern among the city’s captains of industry that the soaring cost of child care is bad for business.

Families with young children have been leaving New York in large numbers since the coronavirus pandemic. A report by the left-leaning Fiscal Policy Institute

found that families with children under 6 were about twice as likely to leave the city than New Yorkers without children. Families have cited concerns about the lack of access to convenient, affordable child care.

The city has lost about 8 percent of its licensed child care providers in the past 10 years, according to a recent report, and some neighborhoods have no licensed providers at all.

The Real Estate Board of New

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China Raises Tariffs Again As Critical Trade Ties Fray

Answers to Growing Questions Elude Many Retailers

By KEN BELSON and KAREN WEISE

Vivian Hoffman has worked in retail for a half-century, including 25 years as a buyer for Century 21 and the last eight running Whim, a chain selling affordable women’s clothing in the suburbs of New York City. She has adapted to recessions, the turmoil after the attacks on Sept. 11, 2001, and the Covid-19 pandemic.

But the last few weeks have presented a set of challenges that are confounding even for an industry veteran. The bulk of the clothing and accessories that Ms. Hoffman sells are produced in China, facing import duties of 145 percent for now, and Vietnam, which could face high tariffs in a few months. While her vendors pay the tariffs, one of them recently raised shoe prices 20 percent while others say they will soon increase theirs to offset higher costs. A vendor that sells Chinese-made jeans could not even figure out what prices to put on items in its fall line.

The upheaval on top of wavering consumer demand has left Ms. Hoffman in a bind.

“I was going back and forth: Do I buy less because I think business is going to be hurt or do I try to buy extra merchandise because I’m afraid of an increase in prices?” she said. “I’ve been going back and forth between two extremes.”

With five stores and a small online presence, Whim is just a speck in the vast retail universe. But the thorny decisions that Ms. Hoffman faces are a microcosm of the whiplash that retailers across the United States are confronting. All businesses crave clarity, yet the wide-ranging tariffs imposed, threatened and pulled back by the White House are making it difficult for companies of all sizes and shapes to plan ahead.

Big-box retailers like Walmart and Target and giant e-commerce operators like Amazon have the power to demand concessions from their suppliers overseas. Andy Jassy, Amazon’s chief executive, said in an interview on CNBC on Thursday that the com-

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U.S. Bond Yields Up as Worries Spread About Economy

By ALEXANDRA STEVENSON

HONG KONG — China on Friday said it was raising its tariffs on American goods to 125 percent, retaliating for the third time in the escalating trade war between the two superpowers.

The brinkmanship between President Trump and Xi Jinping, China’s top leader, threatens to rip apart trade ties between the world’s two largest economies after years of simmering tensions.

China accompanied its announcement of the higher levies, which take effect on Saturday, with a mocking statement calling Mr. Trump’s tariff policies “a joke.”

The announcement by the State Council, China’s cabinet, followed a clarification on Thursday by the Trump administration that Chinese goods imported to the United States now face a minimum tariff rate of 145 percent.

Over the past two weeks, China and the United States have been engaged in a fast-moving tit-for-tat that has resulted in ever-higher barriers to trade, churning markets and threatening economies around the world.

Stocks ended the week on a positive note, with the S&P 500 rising about 2 percent, though it remained 5 percent below its value on April 2, the day Mr. Trump announced a raft of global tariffs. Yields on U.S. government bonds rose again on Friday, in a sign that the world’s faith in the United States economy had been shaken by President Trump’s trade war with China.

Laurence D. Fink, the chief executive of the giant asset manager BlackRock, said Friday morning on CNBC that the United States had become “the global destabilizer.” Jamie Dimon, the chief executive of JPMorgan Chase, said that his bank was concerned about the price of Treasury bonds — they move inversely to yields — and looking at the bond market “every minute.”

Consumer sentiment fell again in April as expectations about inflation surged, according to the latest survey by the University of Michigan. Survey respondents

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Angelou’s ‘Caged Bird’ Is Out, But Hitler’s ‘Mein Kampf’ Stays

381 Books Are Banned From Naval Academy

By JOHN ISMAY

WASHINGTON — Gone is “I Know Why the Caged Bird Sings,” Maya Angelou’s transformative best-selling 1970 memoir chronicling her struggles with racism and trauma.

Two copies of “Mein Kampf” by Adolf Hitler are still on the shelves.

Gone is “Memorializing the Holocaust,” Janet Jacobs’s 2010 examination of how female victims of the Holocaust have been portrayed and remembered.

“The Camp of the Saints” by Jean Raspail is still on the shelves. The 1973 novel, which envisions a takeover of the Western world by immigrants from developing countries, has been embraced by white supremacists and promoted by Stephen Miller, a senior White House adviser.

“The Bell Curve,” which argues that Black men and women are genetically less intelligent than

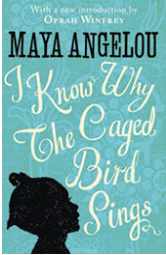
white people, is still there. But a critique of the book was pulled.

The Trump administration’s decision to order the banning of certain books from the U.S. Naval Academy’s library is a case study in ideological censorship, alumni and academics say.

Political appointees in the Department of the Navy’s leadership decided which books to remove. A look at the list showed that antiracists were targeted, laying bare the contradictions in the assault on so-called diversity, equity and inclusion policies.

“Initially, officials searched the Nimitz Library catalog, using keyword searches, to identify books that required further review,” Cmdr. Tim Hawkins, a Navy spokesman, said in a statement on Friday. “Approximately 900 books were identified during the preliminary search. Departmental

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Pulled from the shelves.

NATIONAL A10-19, 24

Immigrants and U.S. Law

The status of some rights has been questioned. See what is unchanged, expanded and in dispute. PAGE A11

Could immigration authorities detain and seek to deport you, even if you have not been convicted of a crime?				
Citizen	Green-card holder	Long-term visa	Short-term visa	No valid visa
No	Unlikely	Unlikely	Unlikely	Yes
Situations in which the Trump administration has attempted to expand who is targeted and how.				

INTERNATIONAL A4-9

Fixing German Infrastructure

Friedrich Merz, the incoming chancellor, persuaded lawmakers to let him spend more on fixing the country’s failing bridges and roads. PAGE A4

Monks Struggling After Quake

Last month’s temblor in Myanmar was devastating, leaving many dead under the rubble of monasteries. PAGE A8

SPORTS B7-10

An Unapologetic Iconoclast

Shortly after stepping down as C.E.O. of LIV Golf, the Saudi-backed tour, Greg Norman took some questions. PAGE B7

ARTS C1-6

Becoming ‘The Amateur’



Rami Malek discusses his new thriller, as well as his most recognizable roles portraying misfits who prove their doubters, including themselves, wrong. PAGE C1

E.R. Drama in ‘The Pitt’

The Max hospital drama is a TV throwback with an of-the-moment message about systems being pushed to the breaking point. PAGE C1

BUSINESS B1-6

What’s Wrong With Apple?

Even before the threat of President Trump’s tariffs, there were questions about the company’s inability to make good on new ideas. PAGE B1

TRAVEL C7-8

Quaint California Seaside

Carmel-by-the-Sea is attracting a new cohort of creatives, resulting in a profusion of locavore restaurants, snazzy shops and art galleries. PAGE C8

OPINION A22-23

Michael S. Roth

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THE MAGAZINE



THIS WEEKEND

