THE INTERSECTION OF OPERATIONS AND POLICY:
A MULTIMEDIA LEARNING EXPERIENCE IN
THE NEW YORK CITY FAMILY HOMELESS SHELTER SYSTEM

Spring 2016

COURSE INFORMATION

Global Center for Academic and Spiritual Life (GACSL) #379
9:30am-1:30pm, five Fridays (including a visit to DHS's PATH Center in the Bronx on one Friday)

INSTRUCTORS

Instructor	Email	Office Hours	Location
Natalie Privett	*Natalie.privett@nyu.edu*	Email for Appointment	Puck 3058
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COURSE DESCRIPTION

Policy and operations are inextricably linked. This course aims to expose students to policy formation in a highly political environment, operations management of systems shaped by state and local policy, and their intersection, while building a toolbox of specific skills that support analysis and decision making in a wide variety of contexts. A unifying Multimedia Interactive Case Study (MICS) focused on the NYC family homeless shelter system will be the backdrop of this course. This course is an intensive engagement that incorporates perspectives from academic theory, City, State and Federal government, service providers, advocacy organizations, and public interest law.

LEARNING OBJECTIVES

The course learning objectives fall into four broad skill-building areas: policy making in a political context, decision modeling, stakeholder analysis and multi-party negotiation.

Policy Making	Decision Modeling	Stakeholder Analysis	Multi-Party Negotiation

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MULTIMEDIA INTERACTIVE CASE STUDY PLATFORM

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https://wp.nyu.edu/mics/

The Multimedia Interactive Case Study (MICS) is an online platform where students engage with both case study resources and interactive tools. While the case study resources are specific to the NYC Homeless Family Shelter System, the skills gained are highly transferable to a large variety of disciplines, including public service management and policy, business, social work, health, and urban planning. The key components of the platform are as follows:

CASE STUDY RESOURCES

- **Video Documentaries** (10-15 minutes) have been created for this course, each featuring stakeholder interviews, including New York City and New York State officials, advocates, providers, public interest lawyers, families, and academicians. These six documentaries are as follows:
  - *Family Homelessness Landscape* introduces the various stakeholders working in homelessness in NYC.
  - *Family Homelessness in New York City* reviews the problem of family homelessness.
  - *Advantage: Incarnation & Evolution* describes Advantage, its formation and implementation.
  - *Advantage: Family Experience* presents the experiences of families.
  - *Advantage: Termination* explains the end of Advantage and the subsequent impact.
  - *Where do we go from here?* provides various perspectives on how to move forward in family homelessness.
- **Data Visualizations** give students a visual introduction to the City's family homeless shelter system.
- **News Sources** including articles and video clips pertinent to New York City's homeless shelter system and Advantage over the relevant time period will build students' understanding of the different stakeholder perspectives, tension around the issues, and public information.
- **Research**, including journal articles and reports, relevant to homelessness trends and policies will be available to provide students a broad understanding of research and theoretical perspectives.
- **Documents** include a variety of original source documents.
- **Data Sets** will be available to the students for use in their analyses and exploration of family homelessness.
  - **New York City Department of Homeless Services Family Shelter Census Data**, specifically, monthly homeless shelter system data from July 1, 2008 through December 31, 2013, which spans time under the Advantage policy, the phasing out of Advantage, and more than one full year post-Advantage.
  - **New York City Office of Management and Budget Financial Data,** specifically annual family homelessness spending data for fiscal years 2009 through 2014. This data includes amounts spent for each of the six fiscal years by type of major program together with a breakout of the city, state and federal funding sources for each.

INTERACTIVE TOOLS

- **Decision Tree Builder** is used to construct and analyze a decision tree.
- **Policy Maker 5** is used to create a stakeholder analysis table identifying key stakeholders, their policy priorities, influence, resources, and alliances as well as where stakeholders are positioned in terms of their relative importance. It is designed to help you develop strategies to garner support for your preferred policy option.   . PolicyMaker works best with the Chrome browser and we strongly recommend that students do not attempt to use other browsers.

COURSE REQUIREMENTS AND GRADING COMPONENTS

Final grades are determined by the following course components. Completed assignments should be uploaded to *NYU Classes*.

- **Individual Class Participation (20%)**
  Participation includes presence, promptness, preparation, and engagement. If you have thoroughly prepared, you should have no problem following and contributing to the discussions. Keep in mind that much of a leader's communication is verbal, especially in policy and operations settings. Therefore, developing your abilities to verbally state and support your positions is an important part of this class, in addition to listening and reflecting on the discourse. Students are expected to attend all classes. Use of devices for purposes other than taking notes is not appropriate and can limit one's learning.

- **Site Visit Reflection (10%)**
  This two page assignment provides an opportunity to reflect on the site visits.

- **Individual Decision Analysis Assignment (10%)**
  This assignment is associated with the decision analysis learning module. These individual assignments are important as they lay a foundation for the more sophisticated analysis revolving around the main case of the course.

- **Individual Stakeholder Analysis Assignment (10%)**
  This assignment is associated with the stakeholder analysis learning module. These individual assignments are important as they lay a foundation for the more sophisticated analysis revolving around the main case of the course.

- **Team Financial Analysis Assignment (10%)**
  This assignment is associated with the financial analysis online learning module. These individual assignments are important as they lay a foundation for the more sophisticated analysis revolving around the main case of the course.

- **Individual Negotiation Strategy Document (10%)**
  Students will be assigned in groups to represent different stakeholders in the NYC Family Homeless Shelter System (e.g., providers, advocates, the City). Traditionally, the different stakeholders have not worked well together. Nevertheless the Mayor has called a forum where the stakeholders are charged to attempt to develop a series of recommendations around family homelessness in NYC. In preparation for the forum, students will individually prepare a negotiation strategy document (2-3 pages, double-spaced), which will consist of the desired outcomes, expected outcomes, negotiation strategies, and talking points.

- **Team Mayoral Policy Memo (30%)**
  Each team will submit a memo for the Mayor and the Deputy Mayor for Health and Human Services outlining the current state of the NYC homeless family shelter system, alternatives considered and the team's recommendation going forward along with supporting arguments (10-page, double-spaced, not including appendices).

PREREQUISITES

Excel Knowledge* Complete the following tutorials on Lynda.com, which can be accessed by (1) going to Lynda.com and clicking "Log In" in the upper right-hand corner,(2) choosing the left-side option of "Log in through your organization or school," (3) using the bottom section to log in through www.nyu.edu. This will bring up the general NYU login and logging in to the NYU system will take one automatically to the specified course on Lynda.com.

The below list proceeds from most basic to more advanced.

- REQUIRED Up and Running with Excel 2010
- One of the following REQUIRED depending on your Excel version
  - Excel 2013 Essential Training
  - Excel 2010 Essential Training
  - Excel for Mac 2011 Essential Training
- REQUIRED Excel 2013: Charts in Depth
- HIGHLY RECOMMENDED Excel 2013 Tips and Tricks
- One of the following is RECOMMENDED depending on your Excel version
  - Excel 2013: Advanced Formulas and Functions
  - Excel 2010: Advanced Formulas and Functions
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- LEARN MORE And many more

The Decision Analysis and Financial Analysis assignments will require Excel and one should be comfortable with all of the general arithmetic functions, creating and formatting tables and charts, printing.

*While the quantitative work is generally straightforward, it presumes more than a passing familiarity with Excel. Also, the course teaching assistant, Warner Fite, is available for guidance and assistance.

COURSE READINGS

The readings for the class will come from the following sources:

1. **MICS Platform**
   The MICS Platform will contain case study resources and interactive tools.
2. **Course Packet***
   Available in digital format via Harvard Business School Publishing. Purchase at https://cb.hbsp.harvard.edu. Link to HBSP website posted on NYU Classes under "Resources".
3. **NYU Classes**
   NYU Classes will be used to post readings and assignments throughout the semester. Students are encouraged to check it frequently.
4. **Book***
   Fisher, Roger, William L. Ury, and Bruce Patton. *Getting to yes: Negotiating agreement without giving in*. Penguin, 2011.

* Indicates student responsible for purchase. Available at NYU Bookstore.

COURSE CALENDAR

#	Date	Time	Topics
1	*3/25*	9:30am-1:30pm	A. Introduction B. NYC Family Homelessness Discussion C. Decision Modeling Lecture
2	*4/1*	9:30am-3:00pm	Site Visit
	4/2		*Individual Decision Modeling Assignment Due*
	4/5		*Individual Site Visit Reflection Due*
3	*4/8*	9:30am-1:30pm	A. Site Visit Debrief B. Advantage Discussion: Incarnation to Termination C. Stakeholder Analysis Lecture
	4/15	No Classroom Meeting	Fiscal Characteristics of NYC Family Homeless System Webinar
	4/16		*Individual Stakeholder Analysis Assignment Due*
4	*4/22*	9:30am-1:30pm	A. Policy Making in a Political Context B. Negotiation Lecture & Exercise
	4/23		*Team Financial Analysis Assignment Due*
	4/27		*Individual Strategy Negotiation Document Due to Profs and Teammates*
5	*4/29*	9:30am-1:30pm	A. Mayoral Forum: Negotiation around NYC Family Homeless Policy B. Mayoral Forum Debrief Class C. Wrap Up
	5/14		*Team Mayoral Policy Memo Due*

DETAILED COURSE SCHEDULE

SESSION 1	MARCH 25

A.   INTRODUCTION

Students and professors will share their expectations and goals for the class. The syllabus will be distributed and reviewed.

B.   NEW YORK CITY FAMILY HOMELESSNESS DISCUSSION

There will be a lecture and discussion about Family Homelessness, particularly in New York City, which will center on the first two video documentaries of the series.

PREPARATION

- MICS Platform: Homelessness Stakeholders - *Family Homelessness Landscape* video
- MICS Platform: Family Homelessness - *Family Homelessness in New York City* video
- MICS Platform: Homelessness Stakeholders - Institute of Children, Poverty, and Homelessness*. A Portrait of Family Homelessness*.
- MICS Platform: Family Homelessness – "A Theory of Poverty Destabilization: Why Low-income Families Become Homeless in New York City." Institute for Children, Poverty, & Homelessness. June 2013.
- MICS Platform: Homelessness Stakeholders - *The State of Homelessness in America 2013*. Washington, DC: National Alliance to End Homelessness, April, 2013. *Executive Summary Required; Full Report Optional.*

C.   DECISION MODELING LECTURE

Most decisions involve uncertainty of some kind. In this class, we will learn how to create and use decision trees, graphic decision models that systematically incorporate uncertainty and evaluate alternatives.

PREPARATION

- Course Packet – Wu, G. (1997). *Decision Analysis*. Harvard Business School #9-894-004, 1-14.
- NYU Classes – Kirkwood, Craig W. "Chapter 1: Decision Trees." *Decision Tree Primer*. Department of Supply Chain Management, Arizona State University Tempe, AZ (2002): 85287-4706.
- NYU Classes – E-Course: Alemi, Farrokh. "Decision Trees." *Decision Analysis in Healthcare*. Ed. Wojtusiak, Janusz. Fairfax: George Mason University, 29 Sept 2008. Web Course. *Reading required; audio and video optional.*
- [Optional] NYU Classes – "Decision Trees: Choosing by Projecting 'Expected Outcomes.'" *Mind Tools*, Mind Tools Ltd, n.d. Web.
- [Optional] NYU Classes – Kirkwood, Craig W. "Chapter 2 Risk Aversion: 2.2 Utility Functions." *Decision Tree Primer*. Department of Supply Chain Management, Arizona State University Tempe, AZ (2002): 85287-4706.
- [Optional] NYU Classes – Davis, Jeff. "Decision Trees." (Length: 10:39). Online Video. *YouTube*. 9 Sept 2011. Web. *This is a worked example.*

Individual Decision Modeling Assignment	*Due* <u>*April 2*</u>[nd] *by midnight via NYU Classes*

SESSION 2	APRIL 1

SITE VISIT

Note: This class runs approximately 9:30am-3:00pm offsite.

Students will spend time visiting the PATH (**P**revention **A**ssistance and **T**emporary **H**ousing) center, which is the New York City Department of Homeless Services intake center for homeless families. In addition, we will visit a homeless family shelter and have an opportunity to tour it and talk with staff and residents.

The PATH center is at 151 East 151st Street in the Bronx. The closest subway is 149 St – Grand Concourse on the #2 and #5 lines. For those in the NYU area, we will arrange to meet at Puck beforehand to travel together. At the end of the visit, we will be returning to the Cypress Avenue subway stop on the #6.

PREPARATION

- MICS Platform: Family Experience - *Advantage: Family Experience* video
- MICS Platform: Family Experience - Elliot, Andrea. "Invisible Child: Dasani's Homeless Life." *The New York Times*. December 9, 2013.
- MICS Platform: Family Experience - Wolfson, Howard, "Bloomberg's Real Antipoverty Record; Under the Mayor's 12-Year Tenure, More Than 900,000 New Yorkers Have Moved from Welfare to Work." *Wall Street Journal*. December 17, 2013.
- MICS Platform: Family Experience – Katenbaum, Steve. "NYC Hit with Huge Wave of Homelessness." *CNN Radio*. January 28, 2013
- NYU Classes - N. Smith, L. Flores, J. Lin and J. Markovic. *Understanding Family Homelessness in New York City: An In-Depth Study of Families' Experiences Before and After Shelter*. New York: Vera Institute of Justice. 2005.

Site Visit Reflection	*Due <u>April 5th</u> by midnight via NYU Classes*

SESSION 3	APRIL 8

A. SITE VISIT DEBRIEF

The class will share their reactions to the site visits and discuss how it informed their understanding of the issues.

PREPARATION (REPEATED FROM SESSION 2)
- MICS Platform: Family Experience - *Advantage: Family Experience* video
- MICS Platform: Family Experience - Elliot, Andrea. "Invisible Child: Dasani's Homeless Life." *The New York Times*. December 9, 2013.
- MICS Platform: Family Experience - Wolfson, Howard, "Bloomberg's Real Antipoverty Record; Under the Mayor's 12-Year Tenure, More Than 900,000 New Yorkers Have Moved from Welfare to Work." *Wall Street Journal*. December 17, 2013.
- MICS Platform: Family Homelessness – "A Theory of Poverty Destabilization: Why Low-income Families Become Homeless in New York City." Institute for Children, Poverty, & Homelessness. June 2013.
- MICS Platform: Family Experience – Katenbaum, Steve. "NYC Hit with Huge Wave of Homelessness." *CNN Radio*. January 28, 2013
- NYU Classes - N. Smith, L. Flores, J. Lin and J. Markovic. *Understanding Family Homelessness in New York City: An In-Depth Study of Families' Experiences Before and After Shelter*. New York: Vera Institute of Justice. 2005.

B. ADVANTAGE DISCUSSION: INCARNATION & EVOLUTION

There will be a discussion about the incarnation and evolution of the Advantage program, which center on the third video documentary in the series.

PREPARATION
- MICS Platform: Advantage Evolution – *Advantage: Incarnation & Evolution* video
- MICS Platform: Advantage Evolution – Bosman, Julie. "Plan Would Require Homeless to Work to Qualify for Rent Subsidies." *New York Times*. April 14, 2010
- MICS Platform: Advantage Evolution – "To whose advantage is work advantage?" Institute of Children, Poverty, and Homelessness. September 1, 2011
- MICS Platform: Advantage Evolution – "Fact Sheet: Work Advantage." Department of Homeless Services

C. ADVANTAGE DISCUSSION: TERMINATION

There will be a discussion about the incarnation, evolution and termination of the Advantage program, which will be informed by the Decision Modeling MICS presentations.

PREPARATION
- MICS Platform: Advantage Termination – *Advantage: Termination* video
- MICS Platform: Advantage Termination – "As Rental Subsidies for Families End, Time in Shelter Grows." Independent Budget Office. February 23, 2012
- MICS Platform: Advantage Termination – Saul, Michael H. "Homeless Costs Shifted." *Wall Street Journal*. March 18, 2013
- NYU Classes - Stewart, Nikita and Vivian Yee. "As Cuomo Acts on Homeless Problem, New York City Blames State Cuts" *The New York Times*. January 12, 2016.

D.   STAKEHOLDER ANALYSIS LECTURE

Stakeholder analysis enables decision makers to identify key influencers and their relative importance. From there, one can develop an appropriate strategy for each of them

PREPARATION

- MICS Platform: Interactive Tools – Familiarize yourself with PolicyMaker 5 Software. PolicyMaker works best with the Chrome browser and we strongly recommend that students do not attempt to use other browsers.
- NYU Classes - Center for Applied Research, "Sweeping People into a Campaign for Strategic Change." *CFAR Briefing Notes* (1999).
- NYU Classes - Glassman, Amanda, et al. "Political analysis of health reform in the Dominican Republic." *Health policy and planning* 14.2 (1999): 115-126.
- NYU Classes - Reich, Michael R. "Applied political analysis for health policy reform." *Current issues in Public health* 2 (1996): 186-191.
- [Optional] NYU Classes - Varvasovszky, Zsuzsa, and Ruairí Brugha. "A stakeholder analysis." *Health policy and planning* 15.3 (2000): 338-345.

Individual Stakeholder Analysis Assignment	*Due <u>April 16th</u> by midnight via NYU Classes*

WEBINAR	**COMPLETE BY APRIL 15**

FISCAL CHARACTERISTICS OF NYC FAMILY HOMELESS SYSTEM WEBINAR

There will be a discussion about the New York City Office of Management and Budget Financial Data including funding sources for various DHS initiatives.

Team Financial Analysis Assignment	*Due <u>April 23rd</u> by midnight via NYU Classes*

SESSION 4	APRIL 22

A.   POLICY MAKING IN A POLITICAL CONTEXT

Policy making is not conducted in a vacuum. Rather, it is played out in the context of disparate stakeholders with competing demands, a finite set of resources, an ever changing landscape, a charged political environment, and a lack of certainty.

PREPARATION

- MICS Platform: Going Forward – *Where do we go from here?* Video
- NYU Classes - *American Almanac of Family Homelessnes*s. Institute for Children, Poverty, & Homelessness. 2015.
- MICS Platform: Going Forward – Canavan, D. and S. McDonald. "Ending Family Homelessness: National Trends and Local System Responses." National Alliance to End Homelessness. October 2012
- [Optional] MICS Platform: Going Forward –Culhane, D., S. Metraux, and T. Byrne. "A Prevention-Centered Approach to Homelessness Assistance: A Paradigm Shift?" *Housing Debate Policy*. May 2011
- [Optional] MICS Platform: Homelessness Stakeholders – Shinn, M. B., Rog, D. R., & Culhane, D. P. (2005). Family homelessness: Background research findings and policy options. *Departmental Papers (SPP)*.
- [Optional] MICS Platform: Family Homelessness – O'Flaherty, B. "Housing Subsidies and Homelessness: A Simple Idea." *SPP Research Paper No. 12-2*. January 25, 2012

B.   NEGOTIATIONS LECTURE & EXERCISE

This class will discuss the basics of negotiation around complex, multi-faceted issues with disparate stakeholders.

PREPARATION

- Book – Fisher, Roger, William L. Ury, and Bruce Patton. *Getting to yes: Negotiating agreement without giving in*. Penguin, 2011. –*Chapters 1, 6, 7 and 8*
- Course Packet – Ware, James P. "Bargaining Strategies: Collaborative versus Competitive Approaches." HBS Product #480055-PDF-ENG. April 1, 1980.
- NYU Classes - Mehta, Kandarp. "Five Essential Strategies for Creative Negotiations" *IESE Insight*. Fourth Quarter, Issue 15. 2012.
- [Optional] HBSP Website: Ertel , Danny. "Getting Past Yes: Negotiating As If Implementation Mattered." HBS Product # R0411C-PDF-ENG. 2004. *Available for purchase separate from the course packet at https://cb.hbsp.harvard.edu/*
- [Optional] Book – Fisher, Roger, William L. Ury, and Bruce Patton. *Getting to yes: Negotiating agreement without giving in*. Penguin, 2011. *Entire Book*

Individual Negotiation Strategy Document   *Due April 27*[th] *by midnight via email to professors & teammates*

SESSION 5	APRIL 29

A.   MAYORAL FORUM: NEGOTIATION AROUND NYC FAMILY HOMELESS POLICY

Students will be assigned in groups to represent different stakeholders in the NYC Family Homeless Shelter System (e.g., providers, advocates, the City). Traditionally, the different stakeholders have not worked well together; nevertheless the Mayor has called a forum where the stakeholders are charged to attempt to develop a series of recommendations around family homelessness in NYC.

B.   GUEST SPEAKER

C.   WRAP UP

Professors will summarize the course as students reflect on their experience from both academic and experiential perspectives.

Team Mayoral Policy Memo   *Due May 14th by midnight via NYU Classes*