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

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## SPRING 2017

### CLASS SCHEDULE

Bobst Library – Room LL151

4:55 p.m. to 8:25 pm, seven Wednesdays from March 22 to May 10 (excludes April 26)

### INSTRUCTORS

Faculty	Email	Office Hours	Location
<b>Gordon Campbell</b>	<i>gordon.campbell@nyu.edu</i>	Email for Appointment	Puck 3063
<b>Warner Fite</b>	<i>warner.fite@nyu.edu</i>		Puck 3 <sup>rd</sup> floor
<b>Teaching Assistant</b>			
<b>Shifra Goldenberg</b>	<i>shifra.goldenberg@nyu.edu</i>	Email for Appointment	285 Mercer
<b>Administrative Assistant</b>			
<b>Shannon Deere</b>	<i>shannon.deere@nyu.edu</i>		Puck 3 <sup>RD</sup> Floor

### 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 six broad skill-building areas: decision modeling, stakeholder analysis, time-series data decomposition and forecasting, budgeting and financial analysis, negotiation, and policy making in a political context. This course also builds skills in communication, presentations and teamwork.

Decision  
Trees

Stakeholder  
Analysis

Time-Series  
Data and  
Forecasting

Budgeting  
and Financial  
Analysis

Negotiation

Policy Making

## MULTIMEDIA INTERACTIVE CASE STUDY PLATFORM

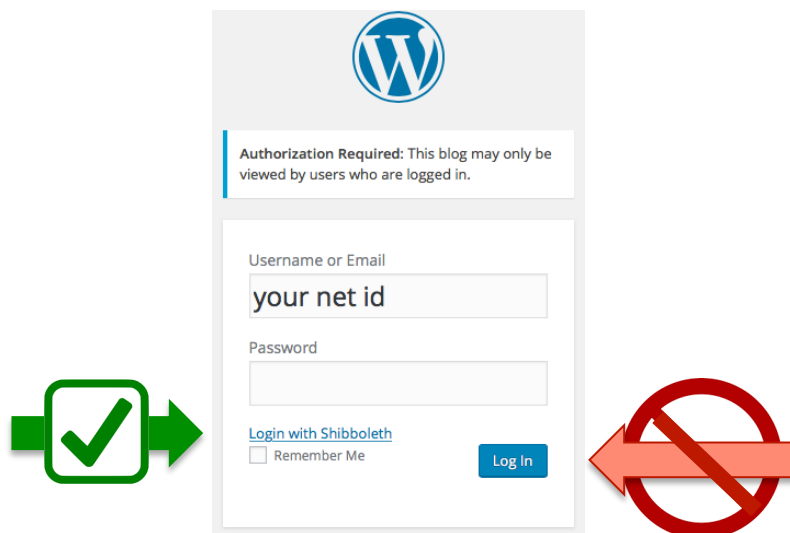
<https://wp.nyu.edu/mics/>

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 MICS site can be accessed in two ways:

1. From the course site on NYU Classes, you can click on the tab at the left and follow the instructions and link.
2. Directly to the MICS site, which is part of NYU's Wordpress site, at [wp.nyu.edu/mics/](https://wp.nyu.edu/mics/).

In either case, if you are not taken directly to the MICS site, you may see the screen below where you must enter your NetID (e.g., AAA123) and password. In order to enter the MICS site, you must click on the "Log In With Shibboleth" link rather than the larger (and more intuitive) "Log In" button.



### CASE STUDY RESOURCES

- **Video Documentaries** (10-15 minutes each) 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:
  - **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.

- **Budgeting and Financial Analysis** features a webinar and presentation detailing the fiscal particulars of the family homeless shelter system during the Advantage years, the funding mechanisms at play, and the financial implications for the political stakeholders. This section also includes the Office of Management and Budget (OMB) dataset described below.
- **Data Visualizations** give students a visual introduction to the City’s family homeless shelter system.
- **News Sources** includes articles and video clips pertinent to New York City’s homeless shelter system and the Advantage Program over the relevant time period, which will build students’ understanding of the different stakeholder perspectives, tension around the issues, and public information.
- **Research** includes journal articles and reports, relevant to homelessness trends and policies, which will provide students a broad understanding of research and theoretical perspectives.
- **Documents** include a variety of original source documents.
- **Datasets** (found in the Resources section of NYU Classes) will be available to the students for use in their analyses and exploration of family homelessness. Certain information in the datasets has been provided by City agencies (DHS and OMB) to us on a confidential basis and some of the information is not in the public domain. The datasets are not for use outside of this course and can be found in the resources section
  - **New York City Department of Homeless Services Family Shelter Census Data**, specifically, monthly homeless shelter system data (entrances, exits and census) 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.
  - **DHS Critical Activities Reports (CARs)** which preceded the present DHS Dashboard reports and which are no longer readily accessible online from the City. CARs reports, which were published until June 30, 2011, contain demographic information on the family shelter population as well as shelter exits, entrances, and monthly population.

#### INTERACTIVE TOOLS (ACCESSED THROUGH THE MICS SITE)

- **Decision Tree Builder** is used to construct and analyze a decision tree.
- **Stakeholder Analysis Tool (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 5 works best with the Chrome browser and we ***strongly recommend*** that students do not attempt to use other browsers. Unfortunately, if you use other browsers you will not be able to save your work or transfer it from computer to computer.
- **Time-Series Data Analysis and Forecasting in Excel** encompasses methods to use the data analysis and visualization tools in MS Excel that enable experimentation with different time-series forecasting approaches and associated parameters.

## COURSE REQUIREMENTS AND GRADING COMPONENTS

Final grades are determined by the following course components. As the course progresses, the detailed assignments will be posted to the “Assignments” tab of the course site in NYU Classes and completed assignments should be uploaded there.

- **Individual Class Participation (15%).** 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. The use of electronic devices for purposes other than taking notes is not appropriate and can limit your learning as well as create a distraction for your colleagues.
- **Individual Assignments (15%).** There will be *two individual assignments* (each 5%), associated with a specific learning module (i.e., time series forecasting and decision modeling). These individual assignments are important as they lay a foundation for the more sophisticated analysis revolving around the main case of the course. In addition, there will be an *individual site visit reflection* (5%, up to two pages, double-spaced) on the site visit to DHS’s PATH Intake Center and a family shelter. Students who are unable to attend the site visit will write a reflection on two articles to be assigned from the MICS site.
- **Team Presentations (20%).** Each team will deliver in-class presentations (including analysis and supported recommendations) for the Time-Series Data and Stakeholder Analysis modules. Following each presentation, there will be a critique and discussion with professors and colleagues. All team members are required to participate in each team presentation.
- **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 and charged the stakeholders with developing recommendations around family homelessness in NYC. In preparation for the forum, students will individually prepare a negotiation strategy document (no more than four pages, double-spaced), with desired outcomes, expected outcomes, negotiation strategies, and talking points for the particular stakeholder.
- **Team Budgeting and Financial Analysis Assignment (10%).** Each team will prepare and present a presentation for the incoming DHS Commissioner highlighting one or more fiscal tradeoffs arising from the budgetary environment and constraints under which DHS operates (four to five pages, double spaced, plus exhibits).
- **Team Final Presentation (10%).** Each team will prepare and present a presentation 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(s) going forward along with supporting arguments.
- **Team Mayoral Policy Memo (20%).** Accompanying the Team Final Presentation to the Mayor and the Deputy Mayor for Health and Human Services, teams will submit a memo outlining their recommendations and supporting analysis (no more than 10 pages, double-spaced, plus appendices).

## PREREQUISITES

**Coursework.** The required prerequisite courses (waived for EMPA students) are (1) **CORE-GP.1020** Managing Public Service Organizations (MPSO) and (2) **CORE-GP.1022** Introduction to Public Policy. EMPA students will have completed **EXEC-GP.1194** Strategic Leadership.

**Excel Knowledge.** While the quantitative work is generally straightforward, it does presume more than a passing familiarity with Excel. The Time Series Data, Decision Analysis (Decision Trees), Financial Analysis and Final Team Memo assignments will require use of Excel. Expected knowledge includes (but is not limited to) entering data; the general arithmetic functions; using simple formulas (e.g., =AVERAGE, =SUM, =IF, =SUMPRODUCT); formatting; printing with appropriate formatting; and creating professional-standard charts. Some advanced formulas (e.g., =COUNTIF, =AVERAGEIF, =VLOOKUP) will be helpful but are not necessary.

Students who are unsure of their Excel knowledge or who would just like a refresher will find it helpful to complete a number of tutorials on Lynda.com. Lynda.com can be accessed through your NYU logins as follows:

- (1) go to Lynda.com and clicking “Log In” in the upper right-hand corner,
- (2) choose the left-side option of “Log in through your organization or school,”
- (3) Log in through [www.nyu.edu](http://www.nyu.edu). This will bring up the general NYU login (unless you are already logged in) and logging in to the NYU system should take you automatically to the specified course on Lynda.com.

These tutorials are the most helpful:

- REQUIRED [Up and Running with Excel 2010](#)
- REQUIRED (depending on your Excel version)
  - [Excel for Mac 2016 Essential Training](#)
  - [Excel 2016 Essential Training](#)
  - [Excel 2013 Essential Training](#)
  - [Excel 2010 Essential Training](#)
  - [Excel for Mac 2011 Essential Training](#)
- REQUIRED (depending on your Excel version)
  - [Excel for Mac 2016: Charts in Depth](#)
  - [Excel 2016: Charts in Depth](#)
  - [Excel 2013: Charts in Depth](#)
- REQUIRED (depending on your Excel version)
  - [Excel 2016: Advanced Formulas and Functions](#)
  - [Excel 2013: Advanced Formulas and Functions](#)
  - [Excel 2010: Advanced Formulas and Functions](#)
- HIGHLY RECOMMENDED [Excel 2013 Tips and Tricks](#)
- LEARN MORE [And many more](#)

The course Teaching Assistant, Shifra Goldenberg, will be available during the semester for Excel support as well as support on assignments.

## COURSE READINGS AND MATERIALS

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. NYU Classes.**

The course site on NYU Classes will be used to post readings and assignments throughout the semester. Students are encouraged to check it frequently. A number of the readings on NYU Classes (as on the MICS site) are intended as resources; please consult the syllabus for the required and optional readings for each class.

**3. Book\***

Fisher, Roger, William L. Ury, and Bruce Patton. *Getting to yes: Negotiating agreement without giving in*. Penguin, 2011.

**4. Coursepack\***

Available in digital format from Harvard Business Publishing. The Coursepack for this course can be found and purchased at <http://cb.hbsp.harvard.edu/cbmp/access/60417830>

**5. E-Book\*\***

Hyndman, Rob J., and George Athanasopoulos. *Forecasting: principles and practice*. 2014.

**6. E-Book\*\***

Lawrence, Kenneth D., Ronald K. Klimberg, and Sheila M. Lawrence. *Fundamentals of forecasting using Excel*. Industrial Press Inc., 2009.

\* Students are responsible for purchasing these items; the Fisher and Ury book is widely available and is a staple in the field of negotiation and conflict management.

\*\* E-Books can be accessed for free through the NYU Library (<http://library.nyu.edu/>) using your NYU Login. Search for the book and follow the Online Access links. All links to E-Books are also available on NYU Classes.

## ACADEMIC INTEGRITY

Students are reminded that they have signed an Academic Oath at NYU Wagner and they are bound by this oath and the principles of NYU's and Wagner's academic code. Please review the details here: <http://wagner.nyu.edu/portal/students/policies/code> .

## COURSE CALENDAR

Class	Date	Class Topics	Assignments Due
	3/10		<b>Pre-course survey</b> <a href="https://nyu.qualtrics.com/SE/?SID=SV_ctG6OS5exRCEfz">https://nyu.qualtrics.com/SE/?SID=SV_ctG6OS5exRCEfz</a>
1	3/22	A. Introduction B. NYC Family Homelessness Discussion C. Time-Series Data Introduction D. Advantage Discussion	<b>Understanding Time-Series Data Webinar</b>
	3/23	<b>Teams Assigned</b>	
	3/27		<b>Time Series Data Presentation Slides</b>
2	3/29	A. Advantage Discussion B. Time-Series Data Team Presentations C. Forecasting Lecture	<b>Time-Series Data Team Presentations</b>
	3/31	<b>PATH and Shelter Site Visit</b>	<b>Optional but very highly recommended - approximately 9:00 am - 2:00pm</b>
	4/2		<b>Site Visit Individual Reflection Assignment</b>
	4/4		<b>Individual Forecasting Assignment</b>
3	4/5	A. Site Visit Debrief B. Forecasting Debrief C. Introduction to Budget and Financial Data D. Stakeholder Analysis Lecture & In-class Exercise	
	4/10		<b>Stakeholder Analysis Presentation Slides</b>
4	4/12	A. Stakeholder Analysis Team Presentations B. Policy Making in a Political Context Discussion C. Capacity Management Lecture & Discussion	<b>Stakeholder Analysis Team Presentations</b> <b>Midterm course review</b>
	4/17		<b>Budgeting and Financial Tradeoffs Team Memo</b>
5	4/19	A. Decision Modeling Lecture B. Negotiations Discussion & Exercise	<b>Midterm team review</b>
	4/26		<b>Individual Negotiation Strategy Document</b>
	5/2		<b>Decision Modeling Individual Assignment</b>
6	5/3	A. Decision Modeling Discussion B. Mayoral Forum: Negotiation around NYC Family Homeless Policy C. Mayoral Forum Debrief	
	5/8		<b>Team Final Presentation Slides</b>
7	5/10	A. Final Team Presentations B. Guest Speaker (Ms. Christy Parquet) C. Wrap-Up	<b>Final Team Presentations</b>
	5/15		<b>Team Mayoral Policy Memo</b> <b>Final Team Reviews</b>

## DETAILED COURSE SCHEDULE

### CLASS SESSION 1

MARCH 22

#### **Pre-course survey**

*please complete by March 10 – this should take less than 10 minutes*

At [https://nyu.qualtrics.com/SE/?SID=SV\\_ctG6OS5exRCEfz](https://nyu.qualtrics.com/SE/?SID=SV_ctG6OS5exRCEfz) - you can use your computer or smartphone

#### **A. INTRODUCTION**

Students and professors will share expectations and goals for the class; we will distribute and review the syllabus.

#### **B. NEW YORK CITY FAMILY HOMELESSNESS DISCUSSION**

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: 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. UNDERSTANDING TIME-SERIES DATA INTRODUCTION**

Understanding data over time – trends, cycles, seasonality – is critical from forecasting, strategic and operational perspectives. We will introduce time-series data in class and a subsequent webinar expands on the topic.

#### **PREPARATION**

- **Be sure to have completed your Excel Prerequisites before this class!**
- NYU Classes: Privett, Natalie “Understanding Time-Series Data Webinar” (the link is in the session 1 folder; this webinar is most germane to what we will be discussion in class; it presumes some knowledge of Excel so some students may find it helpful to complete the other preparation for this section before working with the webinar)
- NYU Classes: E-Book – Lawrence, Kenneth D., Ronald K. Klimberg, and Sheila M. Lawrence. *Fundamentals of forecasting using Excel*. Industrial Press Inc., 2009.
  - Chapter 1: Introduction to Forecasting
  - Sections 2.1-2.4: Summarizing and Displaying Data in Excel, pages 9-21
  - Chapter 3: Basic Time Series Analysis, Pages 33-56
- NYU Classes: Hyndman, Rob J., and George Athanasopoulos. *Forecasting: principles and practice*. 2014.
  - Section 2/1: The forecaster’s toolbox
  - Sections 6/1-6/3: Time-Series Decomposition

#### **D. ADVANTAGE DISCUSSION**

There will be a discussion about the incarnation and evolution of the Advantage program centered on the third video documentary in the MICS 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, 2011
- 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



**CLASS SESSION 2**

**MARCH 29**

**Time-Series Data Team Presentation**

Slides due March 27 by 11:55 pm via NYU Classes

**A. ADVANTAGE DISCUSSION**

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: Family Experience - *Advantage: Family Experience* video
- MICS Platform: Advantage Termination – *Advantage: Termination* video
- MICS Platform: Family Experience - Elliot, Andrea. “Invisible Child: Dasani’s Homeless Life.” *The New York Times*. December 9, 2013.
- MICS Platform: Family Experience – Harris, Elizabeth, “Where Nearly Half of Pupils Are Homeless, School Aims to Be Teacher, Therapist, Even Santa.” *The New York Times*. June 6, 2016.
- MICS Platform: Family Experience - Wolfson, Howard and Linda Gibbs, “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: Advantage Termination – NYC Independent Budget Office. “As Rental Subsidies for Families End, Time in Shelter Grows.” February 23, 2012
- MICS Platform: Advantage Termination – Saul, Michael H. “Homeless Costs Shifted.” *Wall Street Journal*. March 18, 2013
- MICS Platform: Advantage Termination – Routhier, G. “Homeless Again: Former Advantage Tenants Adding to Already Record Homelessness in New York City.” Coalition for the Homeless. June 15, 2012.

**B. UNDERSTANDING TIME-SERIES DATA MICS PRESENTATIONS**

Teams will present their decomposition of different NYC DHS family homeless shelter data as well as their conclusions.

**C. FORECASTING LECTURE**

Forecasting encompasses techniques for predicting the future. In this class, students will build off of their understanding of time-series data, learning how and when to use different forecasting methods.

PREPARATION

- NYU Classes: E-Book – Lawrence, Kenneth D., Ronald K. Klimberg, and Sheila M. Lawrence. *Fundamentals of forecasting using excel*. Industrial Press Inc., 2009.
  - Chapter 3: Basic Time Series Analysis *excluding* Section 3.5
- NYU Classes: Hyndman, Rob J., and George Athanasopoulos. *Forecasting: principles and practice*. 2014.
  - Sections 1/1-1/4 and 1/6: Getting Started
  - Section 6/6: Forecasting with Decomposition
  - [Optional] Sections 3/1-3/3, 3/6, and 3/8: Judgmental Forecasting

**SITE VISIT – PATH CENTER AND HOMELESS SHELTER VISIT**

**MARCH 31**

**SITE VISIT (OPTIONAL BUT VERY HIGHLY RECOMMENDED)**

*Approximately 9:00 am - 2:00 pm (approx.)*

We will spend the day 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 seeking to enter the shelter system. In addition, we will visit BronxWorks Willow family shelter and have an opportunity to tour it and speak with staff.

PREPARATION

- All previous readings especially MICS Site: Family Experience

**Site Visit Alternative Reflection Assignment**

*Due April 2 by 11:55 pm via NYU Classes*

Students who are unable to attend the site visit may write a reflection on these two articles from the MICS site:

- MICS Platform: Family Experience - Elliot, Andrea. "Invisible Child: Dasani's Homeless Life." *The New York Times*. December 9, 2013.
- MICS Platform: Family Experience – Harris, Elizabeth, "Where Nearly Half of Pupils Are Homeless, School Aims to Be Teacher, Therapist, Even Santa." *The New York Times*. June 6, 2016.

**SESSION 3**

**APRIL 5**

**Site Visit Reflection / Alternative Reflection Assignment**

Due April 2 by 11:55 pm via NYU Classes

**Individual Forecasting Assignment**

Due April 4 by 11:55 pm via NYU Classes

**A. SITE VISIT DEBRIEF**

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

PREPARATION

- MICS Platform: Family Experience - *Advantage: Family Experience* video
- 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 – Kastenbaum, Steve. “NYC Hit with Huge Wave of Homelessness.” *CNN Radio*. January 28, 2013
- MICS Platform: Family Homelessness - 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. FORECASTING DEBRIEF**

**C. INTRODUCTION TO FINANCIAL DATA**

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

PREPARATION

- MICS Platform: Budgeting and Financial Analysis - webinar
- [Optional] MICS Platform: Budgeting and Financial Analysis - NYC Independent Budget Office, “Albany Shifts the Burden – As the Costs of Sheltering the Homeless Rises, Federal & City Funds are Increasingly Tapped.” October 2015.
- [Optional] MICS Platform: Budgeting and Financial Analysis – NYC Office of the Comptroller. “Audit Report on the Monitoring of the Work Advantage Program by the Department of Homeless Services.” July 15, 2010.
- [Optional] MICS Platform: Budgeting and Financial Analysis – Congressional Research Service. “The Temporary Assistance to Needy Families (TANF) Block Grant: Responses to Frequently Asked Questions.” CRS Publication RL32760. July 2015.

**D. STAKEHOLDER ANALYSIS LECTURE AND IN-CLASS EXERCISE**

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 (labeled as Stakeholder Analysis) which was designed for the Chrome browser. *We cannot recommend strongly enough* that students not attempt to use other browsers. We are aware of bugs in other browsers (including an inability to save your work). We have learned that the momentary burden of downloading Chrome is well worth it.
- NYU Classes – Center for Applied Research, “Sweeping People into a Campaign for Strategic Change.” *CFAR Briefing Notes* (1999).
- 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 Ruairi Brugha. "A stakeholder analysis." *Health policy and planning* 15.3 (2000): 338-345.

**SESSION 4**

**APRIL 12**

**Stakeholder Analysis Team Presentation**

Slides due April 10 by 11:55 pm via NYU Classes

**A. STAKEHOLDER ANALYSIS TEAM PRESENTATIONS**

Teams will present the results of their stakeholder analyses from the MICS case study.

PREPARATION

- MICS Platform: Family Homelessness – *An Election Primer on New York City’s Homeless Families: The Public Policies of Four Mayors, 1978-2013*. New York: Institute for Children, Poverty & Homelessness, 2013. *Pages 1-30 only*
- MICS Platform: Advantage Evolution – Frazier, I. Hidden City. *The New Yorker*. 28 October 2013.

**B. 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 (THESE READINGS ARE ALSO USEFUL FOR THE FINAL TEAM MEMO)

- MICS Platform: Going Forward – *Where do we go from here?* Video
- [Optional] 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

**C. CAPACITY MANAGEMENT LECTURE & DISCUSSION**

This lecture will focus on the concepts and strategies for managing capacity and demand. There will be a discussion of potential DHS capacity management strategies and tactics that will build upon the lecture and established understanding of the DHS family homeless shelter data and system.

PREPARATION

- NYU Classes: Hollins, Bill, and Sadie Shinkins. *Managing service operations: Design and implementation*. Sage, 2006. – *Chapter 12 except Yield Management and Managing Queues sections*
- NYU Classes: Sasser, W. Earl. "Match supply and demand in service industries." *Harvard Business Review* 54.6 (1976): 133-140.
- MICS Platform: Family Homelessness – “Tier II Homeless Shelter Capacity.” *Keeping Track Online: The Status of New York City Children*. Citizens Committee for Children of New York. Data Visualization. Web.
- MICS Platform: Going Forward – Colvin, Jill. “City Spending on Homeless Shelters to Soar to \$800 Million.” *DNAinfo* New York, March 7, 2013. Web.
- MICS Platform: Going Forward – Stevens, Harry and Greg Smith. “Thousands of New Yorkers living in dangerous 'cluster units' as homeless population tops 59,000, a record high.” *New York Daily News*, February 1, 2015. Web.

**D. MIDTERM COURSE REVIEW**

**SESSION 5**

**APRIL 19**

**Budgeting and Financial Tradeoffs Team Memo**

Due April 17 by 11:55 pm via NYU Classes

**A. 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*.
- [Recommended] NYU Classes – Davis, Jeff. "Decision Trees." (Length: 10:39). Online Video. *YouTube*. 9 Sept 2011. Web. *This is a worked example*.
- [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.

**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*
- NYU Classes – Mehta, Kandarp. "Five Essential Strategies for Creative Negotiations" *IESE Insight*. Fourth Quarter, Issue 15. 2012.
- [Optional] NYU Classes – Lax, David and James Sebenius. "Interests: The Measure of Negotiation" *Negotiation Journal*, January 1986.
- [Optional] Coursepack – Ware, James P. "Bargaining Strategies: Collaborative versus Competitive Approaches." HBS Product #480055-PDF-ENG. April 1, 1980.
- [Optional] NYU Classes – Perkins, Anne. "Negotiations: Are Two Heads Better than One?" *Harvard Business Review*, November-December 1993.
- [Optional] Coursepack – Ertel, Danny. "Getting Past Yes: Negotiating As If Implementation Mattered."
- [Optional] Book – Fisher, Roger, William L. Ury, and Bruce Patton. *Getting to yes: Negotiating agreement without giving in*. Penguin, 2011. *Entire Book*
- [Optional] NYU Classes – Rackham, Neil. "The Behavior of Successful Negotiators" from *Negotiation: Reading, Exercise and Cases*.

**C. MIDTERM TEAM REVIEW**

## SESSION 6

MAY 3

**Individual Negotiation Strategy Document**

*Due April 26 by 11:55 pm via NYU Classes*

**Decision Modeling Individual Assignment**

*Due May 2 by 11:55 pm via NYU Classes*

### A. DECISION MODELING DISCUSSION AND SYSTEMS APPROACH TO THE HOMELESS SHELTER SYSTEM

In the first portion of this class session, the class will debrief their individual assignment and discuss the application of decision modeling to policy decisions particularly around family homelessness. The second part of the session will take a systems approach to family shelter operations and planning and discuss the use of cohort analysis to understand and project the characteristics of populations.

#### PREPARATION

- MICS Platform: Family Homelessness – NYC Independent Budget Office. “The Rising Number of Homeless Families in NYC, 2002–2012: A Look at Why Families Were Granted Shelter, the Housing They Had Lived in and Where They Came From.” November 2014
- [Optional] MICS Platform: Family Homelessness – NYC Comptroller John Liu. “*Down and Out: How New York City Places its Homeless Shelters*” May 2013

### B. 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.

### C. MAYORAL FORUM DEBRIEF

The Mayoral Forum will be discussed in terms of process, substance and results. Students will reflect on the experience as it relates to their own development as well as policy making in a highly political context.

## SESSION 7

MAY 10

**Final Team Presentation and Slides**

*Slides due May 8 by 11:55 pm via NYU Classes*

### A. FINAL TEAM PRESENTATIONS

Each team will prepare and present a presentation for the Mayor and the Deputy Mayor for Health and Human Services outlining the current state of the NYC homeless family shelter system (as of December 2013), alternatives considered and the team’s recommendations along with supporting arguments.

### B. GUEST SPEAKER

Our guest speaker will be Christy Parque, who has been Chief Executive Officer of The Coalition of Behavioral Health Agencies, an umbrella advocacy organization that represents more than 130 of New York’s community-based behavioral nonprofits, since 2016. Before joining that organization, Ms. Parque was Executive Director of the Coalition for Homeless Services United (HSU) from 2007 to 2016.

### C. WRAP UP

Time permitting, the professors will summarize the course as students reflect on their experience from both academic and experiential perspectives.

**Team Mayoral Policy Memo**

*Due May 15 by 11:55pm via NYU Classes*

**Final Team Peer Review**

*Due May 15 by 11:55pm*