# THE INTERSECTION OF POLICY, OPERATIONS & LEADERSHIP
## *A MULTIMEDIA LEARNING EXPERIENCE IN THE NEW YORK CITY HOMELESS SHELTER SYSTEM*

## FALL 2023

## CLASS SCHEDULE

Seven Saturdays in person – 9:00 am to 12:30 pm: 9/9, 9/23, 10/7, 10/21, 11/4, 11/18, 12/9
Silver Center (31 Washington Place), Room 507

## INSTRUCTORS

| Faculty | *Email* | Office Hours | Location |
|---|---|---|---|
| **Seth Diamond** | *swd2001@nyu.edu* | Email for Appointment | |
| **Warner Fite** | *warner.fite@nyu.edu* | Tuesdays, 4:30 to 5:30 pm | https://nyu.zoom.us/j/9867569873 |

## COURSE DESCRIPTION

Policy and operations are inextricably linked. This course exposes 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. This course incorporates perspectives from academic theory, City, State and Federal government, service providers, advocacy organizations, and public interest law.

This course was created and built around a case study of the New York City's family homeless shelter system, by far the largest such system in the world, and a study of how families come to experience homelessness, the operational elements of providing shelter to tens of thousands of family members, and the political and policy realities that surround the city's efforts.

Since the spring of 2022, the actions principally of the Texas state government have had a seismic impact on homelessness in New York City. As of the summer of 2023, estimates of the number of migrants without homes who have been transferred to New York City from Texas and other southern border states range up to 100,000 persons. While the of majority migrants are "single adults" in the parlance of city government, the urgency and importance of this issue demands our attention. It is hard to imagine that a course in 2023 seeking to examine the policy and operational elements of New York City's response to homelessness could succeed without considering one of the major issues of the moment.

We have therefore added content around the migrant homelessness crisis to the course for 2023 and, as a tradeoff, have had to consider which elements of our examination of family homelessness might be deemphasized. While no set of tradeoffs is perfect, we are hopeful that this course will remain relevant and timely and the tools of policy and operations that we build out are as applicable to migrant homelessness as they are to family homelessness as they are to the wide variety of other issues facing governments nationwide. And, as is the case every year, we expect to be able to see the themes we examine in class to play out in the news in real time throughout the semester.

| LEARNING OBJECTIVES | |
|---|---|
| • Presentation Skills | • Time Series Data and Forecasting |
| • Policy Making, Analysis and Consequences | • Stakeholder Analysis |
| • Systems Thinking | • Capacity Management |
| • Structured Decision-Making | • Scenario Planning |
| • Communication and Teamwork | |

## COURSE FORMAT

We are mindful of the long-term lessons of 2020 in offering the course remotely during the pandemic. By continuing to use asynchronous content, we seek to provide students the chance to access key course materials at times and in ways that work best for them.  This is intended to allow us to work together at a more generative level in class; brief written pre-class check-ins foster intentionality around a supportive and engaged learning community. (It is of course important for you to spend time with that material in advance and come to class prepared.)

Almost all the classes will have a check-in around the asynchronous preparation material (please see the detailed course calendar and updates during the semester for details). These are typically short reflections or other brief written assignments. The intent is for the check-ins to be a significantly lower time commitment than the other assignments and please consider the length guidelines in the syllabus to be firm; the objective is to show that you have thoughtfully spent time with the material for the upcoming class discussions, considered the main points, and are prepared to engage with your colleagues. Check-ins are due at 12 noon on the Fridays before Saturday classes (except for the Class 7 check-in that is due on the previous Thursday.  Because the course has two professors, we will have the opportunity to break up the class and undertake portions of the course material in smaller groups.  The groups will be assigned randomly before each class as needed.

## COURSE READINGS AND MATERIAL

The readings for the class will come from sources that are available online and there is no requirement to purchase texts. We have tried to provide a combination of written materials and videos to foster different types of learning.  Students should spend the most time with those they find most accessible.

1.  **MICS Platform -** The MICS Platform contains case study resources and interactive tools principally pertaining to the homeless family shelter system during the third term of the Bloomberg administration.
2.  **Brightspace -** The course site on Brightspace will be used to post readings and assignments throughout the semester. Students are encouraged to check it frequently.  The Resources section contains class discussion slides, worked examples of some of the tools we will be using, as well as several the readings while the Media section contains alternate links to some of the video resources.  The Assignments section will be the primary vehicle for submitting your work. Brightspace works best using the Firefox browser.  You can access an introduction to Brightspace here.
3.  **Syllabus Online Links -** This syllabus includes hyperlinks to many of the online readings and videos, often news articles and editorials

You will encounter documents not listed in the syllabus on both the MICS Platform and the Brightspace site. These are intended as general resources in your exploration of the themes of the course.

## MULTIMEDIA INTERACTIVE CASE STUDY PLATFORM

The Multimedia Interactive Case Study (MICS) (**https://wp.nyu.edu/mics/** or via the MICS Tab on the left of our Brightspace site) is an online platform where students can engage with both case study resources and interactive tools.  While the case study resources are specific to the NYC Homeless Family Shelter System during the third term of the Bloomberg administration, 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.

**Case Study Resources**

- o **Video Documentaries** (10 to 15 minutes each) feature stakeholder interviews, including New York City and New York State officials, advocates, providers, public interest lawyers, families, and academicians and focus on the policy landscape from 2009 through 2012. The themes of this material remain relevant to today.
- o **Budgeting and Financial Analysis** features a webinar and presentation detailing the particulars of family homeless shelter system spending and funding during the Advantage years and the financial implications for the political stakeholders. The discussion of the sources of funding for the city's homelessness efforts remains timely.
- o **Data Visualizations** give students a visual introduction to the City's family homeless shelter system.
- o **News Sources and research** includes journal articles and reports, relevant to homelessness trends and policies, which will provide students a broad understanding of research and theoretical perspectives.
- o **Documents** include a variety of original source documents.
- o **Datasets** (found in the Resources tab of Brightspace) 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 are not for use outside of this course.
  - **New York City Department of Homeless Services Family Shelter Census Data**, specifically, monthly homeless shelter system data (entrances, exits and census) .
  - **DHS Critical Activities Reports through June 2011 (CARs)** which preceded the present DHS Dashboard report and which are no longer readily accessible online from the city.

**Interactive Tools**

- o **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.
- o **Stakeholder Analysis Tool – Policy Maker 5** can be used to anchor and guide a stakeholder analysis by identifying key stakeholders, their policy priorities, influence, resources, and alliances as well as where stakeholders are positioned in terms of their relative importance. It should support your work in the stakeholder analysis team project by helping you to identify strategies to garner support for your preferred policy option. PolicyMaker 5 works best with the Chrome browser and we very strongly recommend that students do not attempt to use other browsers. It is also at https://dev1.ed-projects-aws.nyu.edu/policymaker/.
- o **Decision Tree Builder** is used to construct and analyze a decision tree. It is also at https://dev1.ed-projects-aws.nyu.edu/mics/beta/dtt.html .

## COURSE REQUIREMENTS AND GRADING

Final grades are determined by the following course components, with individual work accounting for 50% of the final course grade and group work representing 50%. All assignments are expected to be completed on time; please be in touch with the instructors in advance around any (rare) challenges.

- o **Individual course participation including written pre-class check-ins, and Scenario Planning Conference (20%)** . Participation during our time together includes presence, promptness, preparation, and engagement. Keep in mind that much of a leader's communication is verbal, especially in policy and operations settings. Developing your abilities to succinctly convey and support your positions is an important part of this class, in addition to listening and reflecting on the discourse. Being part of a community calls for each of us to exercise care in being present for ourselves and our colleagues. Students are expected to attend (and be on time for!) all classes; repeated lateness or missing more than one class should be expected to affect a student's course participation mark. Please be sure to share any expected absences in advance with the professors.

  Most classes have check-in reflection(s) due before class (please see the detailed course calendar, and please consider length limits to be hard limits). These can be completed in Brightspace and will count towards the course participation grade. Check-ins are due at 12 noon on the Fridays before Saturday classes (the Class 7 check-in is due at noon on Thursday). The professors will read all check-ins; because of the number that will be received and the short time between the check-in deadline and the

Saturday classes, please do not expect (detailed) feedback to each check-in. Check-ins are <u>not</u> intended to require outside research.

o **Individual Assignments (30%)**. There will be four individual assignments (each 6%), associated with a specific learning module (*i.e.*, systems thinking / cohort analysis, capacity management, decision modeling, scenario planning memo). 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 reflection (also 6%) based on our virtual visits to DHS's PATH Intake Center and a BronxWorks family shelter on September 29. Students who are unable to attend the virtual site visits will write a reflection on articles assigned from the MICS site. As the course progresses, the detailed assignments will be posted to the "Assignments" tab of the course site in Brightspace and completed assignments should be uploaded there. *File names should always include the student's name (or the team number) as well as the assignment name*.

o **Right to Shelter Team Brief and Moot Court Appearance (5%)**. In *ad hoc* teams, students will brief a case concerning New York City's right to shelter laws and policies and present in our third class on behalf of a litigant.

o **Team Presentations and Memos (20%)**. Each semester-long team will deliver an in-class presentations and a written memo including analysis and supported recommendations for the Time-Series Data and Stakeholder Analysis tools (each group will do a presentation on one topic and a memo on the other). Following each group of presentations, there will be a critique and discussion with professors and colleagues. All team members should present ratably.

o **Team Final Presentation and Team Mayoral Policy Memo (total of 25%)**. Each team will prepare and present a presentation according to an assignment to be provided. Accompanying the Team Final Presentation, teams will submit a memo outlining their recommendations and supporting analysis (10-page, double-spaced, plus appendices).

## LEARNING ASSESSMENT TABLE

| | Individual Deliverables | Individual Deliverables | Individual Deliverables | Individual Deliverables | Individual Deliverables | Individual Deliverables | Team Deliverables | Team Deliverables | Team Deliverables | Team Deliverables |
|---|---|---|---|---|---|---|---|---|---|---|
| | Class Participation | Reflection | Cohort Forecasting | Capacity Mgt Simulation | Structured Decision Making | Scenario Planning Memo | Time Series | Right-to-Shelter Brief and Moot Court | Stakeholder Analysis | Final Presentation and Memo |
| **Presentation Skills** | • | | | • | | | • | • | • | • |
| **Data and Forecasting** | • | | • | | | • | • | | | • |
| **Policy Analysis and Consequences** | • | • | | | | | | • | • | • |
| **Stakeholder Analysis** | • | • | | | • | | | • | • | • |
| **Systems Thinking** | • | | • | • | | • | | | | • |
| **Capacity Management** | • | • | | • | | | | | | • |
| **Structured Decision-Making** | • | | | | • | | | | | • |
| **Scenario Planning** | • | | | • | • | • | | | | • |
| **Communication & Teamwork** | • | • | | | | • | • | • | • | • |

## PREREQUISITES

**Coursework.** The prerequisites are (1) CORE-GP.1020 Management and Leadership and (2) CORE-GP.1022 Introduction to Public Policy. EMPA students will have completed the August portion of EXEC-GP.1194 Strategic Leadership.

**Excel Knowledge.** While the quantitative work is generally straightforward, it does presume some familiarity with Excel. Microsoft's Office365, which is available for free with your NYU.edu email address, includes a continually updated version of Excel and is probably the best choice for most students (it also includes Word, PowerPoint, Outlook and OneNote). We do not take submissions via Google sheets (or other Google apps) or linked documents.

You do not have to be a seasoned Excel expert by any means to do well in this course, and you will find probably find yourself most comfortable if you are able to use Excel to organize data into well-formatted tables and other reports, and to analyze that data using Excel's basic calculation functions. If you are unsure of your Excel skills, you may find that some modest preparation in those areas is worth the effort and will pay off throughout the semester. The following tutorials on LinkedIn Learning (formerly Lynda.com) are likely to be the most helpful. (You will need to be logged on to your NYU account for them to work through your free access to LinkedIn Learning):

- o Excel 365 Essential Training
- o Excel 365 for Mac Essential Training
- o Excel Introduction to Formulas and Functions
- o Excel Tips and Tricks

There are other resources available for users of Excel 2019 and Excel for Mac 2019 although the basic functions are identical in all versions.

**Online pre-course survey.** There is a brief online survey (eight questions, two of which are your first and last name) to be completed by Tuesday, *September 5.* It is at https://nyu.qualtrics.com/jfe/form/SV_eaCDBqbKO0UaFNk and can be done from either your computer or smartphone. It should take no more than 10 minutes.

## TECH SUPPORT

All students have 24/7 support via NYU's IT services. Explore the NYU servicelink knowledgebase for troubleshooting and student guides for all NYU-supported tools (Brightspace, Zoom, *etc.*). Contact askIT@nyu.edu or 1-212-998-3333 (24/7) for technology assistance, or contact Zoom's 24/7 technical support (includes a chat function), or review Zoom's support resources. Your peers are another source of support, so you could ask a friend or classmate for help or tips.

## ACADEMIC INTEGRITY

As you know, each of you have signed and is therefore bound by Academic Oath at NYU Wagner and the principles of NYU's and Wagner's academic code. Please review the details here. All submissions are expected to be original work. The use of AI apps is expressly forbidden.

## HENRY AND LUCY MOSES CENTER FOR STUDENTS WITH DISABILITIES AT NYU

Academic accommodations are available for students with disabilities. Please visit the Moses Center (CSD) website at www.nyu.edu/csd and click on the Reasonable Accommodations and How to Register tabs or call or e-mail CSD (at 212-998-4980 or mosescsd@nyu.edu) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

## RELIGIOUS HOLIDAYS AND OBSERVATIONS

NYU's Calendar Policy on Religious Holidays states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify the professor in advance of religious holidays that might coincide with course activities to schedule mutually acceptable alternatives.

## NYU'S WELLNESS EXCHANGE

NYU's Wellness Exchange has extensive student health and mental health resources. A private hotline (212-443-9999) is available 24/7 to connect students with a professional who can help address day-to-day challenges as well as other health-related concerns.

| 12/15 | *Team Mayoral Policy Memo due 11:59 pm* |
| | *Final team peer reviews due 11:59 pm* |

## COURSE CALENDAR

| Class | Date | Class Topics | Assignments Due |
|---|---|---|---|
| 1 | 9/5 | ***Pre-course survey*** | https://nyu.qualtrics.com/jfe/form/SV_eaCDBqbKO0UaFNk |
| 1 | 9/8 | | ***Check-ins for Class 1 due 12 noon*** |
| 1 | 9/9 | A.   Introduction / syllabus review<br>B.   NYC homelessness discussion – who are the homeless?<br>C.   Time series data – decomposition<br>D.   The roles of the City and State | |
| 1 | 9/12 | ***Teams assigned*** | |
| 1 | 9/21 | | ***Team time-series data presentation slides / memos (as assigned) due 11:59 pm Fair Hearing briefs due*** |
| 2 | 9/23 | A.   Team time series data presentations<br>B.   Financial and budget impact of homelessness<br>C.   New York City's Right to Shelter | |
| 2 | 9/28 | **PATH and Shelter Site Visits** | ***Optional and very highly recommended – approximately 9:30– 1:30*** |
| 2 | 10/1 | | ***Site visit individual reflection assignment due 11:59 pm*** |
| 2 | 10/4 | | ***Right to Shelter Moot Court brief due 11:59 pm*** |
| 2 | 10/6 | | ***Check-ins for Class 3 due 12 noon*** |
| 3 | 10/7 | A.   Site visit debrief<br>B.   Right to Shelter Moot Court Hearing<br>C.   Systems thinking and cohort analysis<br>D.   Policy making in a political context | |
| 3 | 10/18 | ***pm*** | ***Systems mapping / cohort analysis individual assignment – 11:59*** |
| 3 | 10/20 | | ***Check-ins for Class 4 due 12 noon*** |
| 4 | 10/21 | A.   Shelter placement and impact<br>B.   Capacity management<br>C.   Stakeholder analysis | ***Midterm course review*** |
| 4 | 10/27 | | ***Individual capacity management simulation / analysis due 11:59 pm*** |
| 4 | 11/2 | | ***Team stakeholder analysis presentation slides due 11:59 pm*** |
| 4 | 11/3 | | ***Check-ins for Class 5 due 12 noon*** |
| 5 | 11/4 | A.   Team stakeholder analysis presentations<br>B.   Shelter exits – policy strategies and frameworks<br>C.   Structured decision-making<br>D.   Introduction to scenario planning | ***Midterm peer team review*** |
| 5 | 11/12 | | ***Individual scenario planning memo due 11:59 pm*** |
| 5 | 11/17 | | ***Check-ins for Class 5 due 12 noon***<br>***Decision modeling individual assignment due 11:59 pm*** |
| 6 | 11/18 | A.   Homelessness and (in)equity<br>B.   Scenario planning conference and debrief | |
| 6 | 12/6 | | ***Team final presentation slides due 11:59 pm*** |
| 6 | 12/7 (Thurs) | | ***Check-in for Class 7 due 12 noon*** |
| 7 | 12/9 | A.   Final team presentations<br>B.   Where are things now?<br>C.   Guest speaker<br>D.   Course wrap-up and reflections | |

| **CLASS SESSION 1** | **SEPTEMBER 9** |
|---|---|

| *Pre-course survey* | *Due September 4 – this should take less than 10 minutes* |
|---|---|
| | At https://nyu.qualtrics.com/jfe/form/SV_8IIq7SHfpixlJ6m - you can use your computer or smartphone |
| *Pre-class check-in* | *Due September 8 at 12 noon (see details below) via Brightspace* |
| | *Please plan for the fact that the advance work for this class is more extensive than for most classes) to establish the foundation for our work together (and includes approximately 90 minutes of videos* |

**A.    INTRODUCTION / SYLLABUS REVIEW**

**B.    NEW YORK CITY FAMILY HOMELESSNESS DISCUSSION – WHO ARE THE HOMELESS?**

**Learning objectives:** Understand the range of causes of homelessness and the efforts to address it and the complexity of the data that the city makes available. Examine the groups that make up New York City's homeless population and consider what it means to live in shelter in New York City. Assess the effect of the arrivals of asylum seekers on the city's response to homelessness and begin to examine the race-based impact of homelessness.

**Preparation**

- [MICS Platform video: Homelessness Stakeholders] *Family Homelessness Landscape*
- [MICS Platform video: Family Homelessness] *Family Homelessness in New York City*
- [Online link] Family Homelessness in New York City: What the Adams Administration Can Learn from Previous Mayoralties, Institute for Children Poverty and Homelessness, March 9, 2022.
- [Online link] Carp, Alex. "The Man who Fought Homelessness and Won (Sort of)," *The New York Times,* February 2, 2022
- [Online link] New York City, Department of Homeless Services Daily Activity Report (updated daily)
- [Brightspace – Class-by-Class Resources and online link] Lakh, Eric. "Why Thousands of People are Lef t Out of New York City's Daily Homeless Census" *The New Yorker*, July 30, 2022
- [Online link] Brand, David. "NYC Shelter Count", *City Limits* (ongoing)
- [Online link]. New York City, Mayor's Office of Operations. Local Law 79 of 2022 Temporary Housing Assistance Usage (updated monthly)
- [Online link] Mehta, Neil and David Brand. "NYC's eviction hotspots: Tracking the 10K removals since moratorium ended," Gothamist, August 10, 2023.
- [Online link] Hogan, Gwynne. "New Migrant Shelter Expected to Become Largest Ever" *The City,* July 11, 2023
- [Online link] Ngo, Emily, Jeff Coltin, Nick Reisman and Haja Bah. "Inside a NYC Migrant Shelter" *Politico*, August 3, 2023.
- [Online link] New York City Office of the Mayor Adams, Housing Our Neighbors A Blueprint for Housing and Homelessness June 2022, Chapter 2 only.
- [Online link] Newman, Andy. "Migrants Sleep on the Sidewalk, the Face of a Failing Shelter System" *The New York Times,* August 1, 2023

**C.    TIME SERIES DATA – DECOMPOSITION (FITE)**

**Learning Objectives:** To evaluate and decompose time series data; we will lay the foundation for the team time series presentations by decomposing a time series data set into its three elements; using those tools, to be able to develop insights into the connection between time series and the underlying behavior or trend.

**Pre-class check-in (Brightspace Assignment section, inline text only, no more than three paragraphs):** *Please explain to a novice the goal and mechanism for undertaking a time series analysis. What is a time series and what does it mean to undertake a decomposition? Use an example of a time series with which you are familiar.*

**PREPARATION**
- Please be sure to have completed your Excel Prerequisites before this class
- Video introductions to time series data (these are each about four minutes in length)
  - [Online link] LaBarr, Eric, "What is Time Series Decomposition?" (only until 2:30)
  - [Online link] Data Science Dojo, "Time Series Forecasting in Minutes"

- o [Online links – three videos] University of Auckland, "Introducing Time Series Data," "Seasonal Decomposition and Forecasting, Part I," and "Seasonal Decomposition and Forecasting, Part II" (only until 3:30)
- [Online link to video, also in Brightspace – Class-by-Class Resources]. You will need to be signed in to your NYU account to access the link directly] Privett, Natalie, "Understanding Time Series Data." This 45-minute video is the Understanding Time Series lecture from the early years of the course. By reviewing it in advance, we will be able to use our time together more productively and at a higher level and you will see a worked example in Excel.
- [Online link] Hyndman, Rob J., and George Athanasopoulos. *Forecasting: principles and practice.* 2018. (Please read this for the concepts rather than the formulas which you will not need)
    - o Sections 1.1 to 1.7: Getting Started
    - o Sections 2.1 to 2.4: Time Series Graphics
    - o Sections 6.1 to 6.3: Time-Series Decomposition

### D.    THE ROLES OF THE CITY AND STATE (DIAMOND)

**Learning objectives: To understand the history of addressing modern homelessness; explore the overlapping and at times conflicting city and state roles; consider whether the structure is addressing the needs of the homeless.**

#### PREPARATION

- [MICS Platform: Family Homelessness] ICPH, "An Election Primer on New York City's Homeless Families: The Public Policies of Four Mayors, 1978-2013," 2013. Pages 1-30 only
- [Online link] New York State Office of Temporary and Disability Assistance Mission Statement.
- [Online link] New York State Office of Temporary and Disability Assistance, Division of Shelter Oversight and Compliance Mission Statement.
- [Online link] New York City Department of Homeless Services Mission Statement.
- [Online link] Nahmias, Laura. "Cuomo says fight between state and city over homelessness is natural," *Politico*, February 13, 2016
- [Online link] Hogan, Bernadette. "Cuomo Blames DeBlasio for Turning Subways Into Homeless Shelter,", *New York Post*, May 5, 2021.
- [Online link] New York City, Office of the Mayor. *Mayor de Blasio Issues Letter to Governor Cuomo, Urging State to Adopt Policies that Help New Yorkers Experiencing Homelessness*, March 6, 2021.
- [Online link] Williams, Zach, "Adams and Hochul Have a New Plan to Reduce Homelessness on NYC Subways", *City & State*, February 18, 2022.
- [Online link] Crane-Newman, Molly and Chris Sommerfeldt. "Manhattan judge in right-to-shelter case says Hochul admin must do more to help NYC with migrant crisis," *New York Daily News*, August 4, 2023.
- [Online Link – Optional]. Berg, Bruce. *New York City Politics: Governing Gotham*. Rutgers University Press, 2007. The structure and workings of New York City's government and its various agencies is a recurring theme throughout the semester. For students who wish to supplement their backgrounds in these topics, this work provides a brief primer. Chapters 3, 4 (pages 107 to 109), and Chapter 7 of the Berg book are especially recommended as relevant to the course. Chapters 8 and 9 are also helpful.

| CLASS SESSION 2 | SEPTEMBER 23 |
|---|---|
| *Time-Series Data Team Presentation* | *Slides due September 21 by 11:59 pm via Brightspace* |

#### A.  TIME-SERIES DATA PRESENTATIONS
Teams will present their analysis and projection of NYC DHS family homeless shelter data as well as their conclusions and recommendations.

#### B.  FINANCIAL AND BUDGET IMPACT OF HOMELESSNESS (FITE)

**Learning Objective: To understand the financial impact and policy tradeoffs in the city's response to homelessness, as well as the sources of funding for the various city programs that address the issue.**

<u>PREPARATION</u>

- [Online links] City of New York, Mayor's Office of Operations. "Preliminary Fiscal 2023 Mayor's Management Report", sections on Homeless Services and Human Resources. Section 12 of the New York City Charter requires the mayor twice annually to publish a report on the operations of city government (together with the metrics and goals used to gauge its performance). This document provides insights into the priority setting of city government and its efficacy over time.
- [Brightspace Media Tab and online link] Financial elements webinar (this provides and overview of finding during the Advantage era as well as the mechanisms of city, state, and federal funding streams)
- [Online link] New York City, Independent Budget Office. "Is New York City Shouldering a Rising Share of Homeless Shelter Costs?" February 21, 2018
- [Online link] Citizens Budget Commission. "A $3 Billion Problem," May 18, 2018
- [Online Link] West, Melanie Grayce. "New York City's Spending on Homeless Hits $3.2 Billion This Year" *The Wall Street Journal*, May 22, 2019
- [Online link] New York City, Independent Budget Office. "How Have City Costs Changed with Shifts in State and Federal Support for Homeless Shelters?" March 10, 2023.
- [Online link] New York City, Office of the Comptroller. "Comments on New York City's Executive Budget for Fiscal Year 2024" May 23, 2023. Please only read Part III, and only the sections titled "City Services for People Seeking Asylum" and "Rental Assistance" which are consecutive (these are the last two parts of Part III).
- [Online link] Sundarum, Arya. "NYC's soaring costs for asylum-seekers now projected to top $12 billion by June 2025," *Gothamist,* August 9, 2023

## C. NEW YORK CITY'S RIGHT TO SHELTER (DIAMOND)

**Learning objective: What is the right to shelter and how does it impact city homelessness policy? How does the government balance the obligation of families to provide for family members with the obligation of society to provide for those with no home? What factors should be considered in assessing whether government should provide shelter? How has the arrival of asylees impacted the view of the right to shelter?**

**Pre-class check-in (Brightspace Assignment section, inline text only, no more than four paragraphs):**

- [MICS Platform: Family Homelessness and Online link] Supreme Court of the State of New York. *Callahan, et al. v. Carey, et al*. Callahan Consent Decree, August 1981
- [Online link] Chan, Sewell. "City Settles Lawsuit Over Homeless Families," *The New York Times,* September 17, 2008.
- [Brightspace – Class-by-Class Resources and online link] New York State Office of Temporary and Disability Assistance New York State Administrative Directive 15- ADM- 06-T, November 4, 2015 especially pages 8 – 9
- [Online link] Iverac, Mirela, "Acceptance Rate for Homeless Families at NYC Shelters Drops to Record Low," *Gothamist*, February 4, 2021.
- [Online link] Bhat, Suhail and Josefa Velasquez. "Three in Four Family Shelter Applications Rejected in 2021, Setting Record", *The City*, January 30, 2022.
- [Online link] OTDA Fair Hearing, May 8, 2023
- [Online link] OTDA Fair Hearing, June 26, 2023
- [Online link] OTDA Fair Hearing, June 28, 2023
- [Online link] Freedlander, David. "Where Are We Going to Put People?" *New York Magazine*, May 26, 2023.
- [Online link] Holder, Sarah and Kriston Capps. "What Ending 'Right to Shelter' Could Mean for New York City's Homeless Population," *Bloomberg,* June 2, 2023. This article provides an overview of the right to shelter in New York City as well as current efforts by the Adams administration to limit that right.

| SITE VISIT – PATH CENTER AND HOMELESS SHELTER VISIT | THURSDAY, SEPTEMBER 28 |
|---|---|

### SITE VISIT (OPTIONAL BUT *VERY HIGHLY RECOMMENDED*) – 9:30 AM TO 1:30 PM

We will visit the PATH (Prevention Assistance and Temporary Housing) Center, which is the New York City Department of Homeless Services intake center for families seeking to enter the shelter system. In addition, we will visit BronxWork's Willow Street family shelter in the Bronx and have an opportunity to tour the shelter and speak with staff.

PREPARATION

- [MICS Platform: Family Experience and online link] Elliot, Andrea. "Invisible Child: Dasani's Homeless Life." *The New York Times*, December 9, 2013
- [Online link] Elliot, Andrea, "When Dasani Left Home." *The New York Times*, September 28, 2021.
- [MICS Platform: Family Homelessness and online link] Stewart, Nikita. "Homelessness, Step by Step." *The New York Times,* February 18, 2018
- [online link] Shapiro, Samantha M. "The Children in the Shadows: New York City's Homeless Students" *The New York Times,* September 9, 2020
- [MICS Platform: Advantage Evolution and online link] Frazier, I. "Hidden City." The New Yorker, Oct 28, 2013.

Students who are unable to attend the site visit may write a reflection based on the articles noted above.

| SESSION 3 | OCTOBER 7 |
|---|---|
| *Site Visit Reflection Assignment* | *Due October 1 by 11:59 pm via Brightspace* |
| *Right to Shelter Trial Briefs* | *Slides due October 4 by 11:59 pm via* |
| *Brightspace* | |

### 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 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. *Executive Summary Required; Full Report Optional.*

### B. RIGHT TO SHELTER MOOT COURT HEARING

**Learning objective:  For the first time since the right to shelter was established, Mayor Adams has directly challenged that right. You will work with a group of your classmates to represent different stakeholders involved in the debate about whether the right should exist and in what form. Details will be provided in a separate document at the end of Class 2.**

PREPARATION

- [Online link] Marono Porto, Alex.  "Understanding New York City's 'Right to Shelter'"  *West Side Rag,* May 23, 2023
- [Online link] New York City, Office of the Mayor. Emergency Executive Order 224  October 7, 2022
- [Online link] New York City, Office of the Mayor. Emergency Executive Order 402  May 10, 2023
- [Online link] Mays, Jeffrey C. "New York City Asks for Relief From Its Right-to-Shelter Mandate" *The New York Times,* May 23, 2023
- [Online link] City of New York, Law Department.  Letter to Judge Deborah Kaplan.  May 23, 2023[Online link] Gibbs, Linda. "New York's 'Right to Shelter' Must Change. The Alternative Is Los Angeles," *The New York Times,* May 25, 2003
- [Online link]. Kim, Elizabeth.  "'It's shameful': Lawyer who won NYC right-to-shelter law responds to Adams' rollback attempt," *Gothamist,* May 24, 2023.
- [Online link] Coalition for the Homeless. "Opinion: Don't erode NYC's right to shelter: The migrant crisis is no excuse to retreat on providing for the homeless" June 12, 2023
- [Online links] Coalition for the Homeless. "State of the Homeless 2023:  Compounding Crisis, Failed Response." June 2023. Summary  Complete report
- [Online link] Letter from Daniel Perez (Assistant Corporation Counsel of the City of New York) to the Office of the New York State Attorney General, August 9, 2023
- [Online link] Letter from Faith Gay (counsel to Governor Hochul) to Sylvia O. Hinds-Radix (Corporation Counsel of the City of New York), August 15, 2023.

### C. SYSTEMS THINKING AND COHORT ANALYSIS (FITE)

**Learning objective:** to learn how to define as system as its interconnected parts, to apply mapping tools to understand complex organizations and systems (including inputs, processes, and outputs), and by using these tools, to be able to structure a cohort-based forecasting model of a system

**Pre-class check-in (Brightspace Assignment section, inline text only, no more than four paragraphs):** What does the Cats in Borneo video tell you about defining a system? How did the WHO define the system? How might you think about it differently? *Very importantly, how would different definitions of the system affect policy making, in this case with respect to public health?*

#### PREPARATION
- [Brightspace – Other Tools – Media Gallery] Two short Brandon O'Flaherty videos on forecasting homelessness
- [Brightspace – Class-by-Class Resources] Meadows, Donella H. *Thinking in Systems: A Primer.* White River Junction, VT: Chelsea Green Publishing, 2008; Chapter 1 (pages 11-27 only)
- [Brightspace – Class-by-Class Resources and online link] Kim, Daniel H. "Introduction to Systems Thinking" (Page 1 – 11 and Appendix A only)
- [Online link – video] Wujec, Tom. "Got a wicked problem? First, tell me how you make toast". TED Talk, February 5, 2015
- [Online link – video] "Systems Thinking: A Cautionary Tale" (this is the "Cats in Borneo" video)
- [Online link – skim only] City of New York, Department of City Planning. "Population Projections by Age / Sex & Borough, 2010-2040" This is an example of a cohort forecast

### D. 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
- [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

| SESSION 4 | OCTOBER 21 |
|---|---|
| *Systems Analysis and Cohort Forecasting Assignment* | *Due October 18 by 11:59 pm via Brightspace* |
| *Check-in for Class 4* | *Due October 20 by 12:00 noon via Brightspace* |

### A. SHELTER PLACEMENT AND IMPACT (DIAMOND)

**Learning Objective:** One of the most difficult decisions any DHS Commissioner makes is shelters placement. What factors should be considered? How much should community input matter? Who should make the ultimate decision?

**Pre-class check-in (Brightspace Assignment section, inline text only, no more than three paragraphs):** You often visit a coffee shop on your block as you walk to the subway. The shop is across the street from a school and is busy every morning when you go in with parents rushing to get food and coffee before dropping their children off and with parents chatting after drop off. One morning the owner sees you and knows you are very knowledgeable about homelessness. She tells you that the hotel next door which that had catered to budget conscious European tourists is being converted to a homeless shelter. The shop owner explains there was a shelter nearby until a year ago and she never had any issues. She wants to be a good neighbor, but she wonders if she should be worried and is not sure if the shelter will house single men, families, or veterans. The lease on the coffee shop expires next month and she asks you if she should renew.

PREPARATION

- [MICS Platform: Family Homelessness] NYC Comptroller John Liu. "*Down and Out:* How New York City Places its Homeless Shelters" May 2013
- [Online link] New York City Independent Budget Office, *Close to Home: Does Proximity to a Shelter Affect Residential Property Values in Manhattan*, 2019.
- [Online link] Blint-Welsh, Tyler. "New York City Homeless Shelters Get Warm Welcome," *Wall Street Journal*, July 14, 2019.
- [Online link] Chang, Sophia. "Plans for Homeless Shelter on Billionaire's Row Can Move Forward After State Court Rejects Lawsuit," *Gothamist*, May 29, 2021.
- [Online link] Newman, Andy. "New York City Pulls Plug on Second Homeless Shelter in Chinatown," *The New York Times*, May 2, 2022.
- [Online link] Jallow, Ahmed. "The Shelter Wars: City's Need for Beds Meets Opposition in Several Neighborhoods," City Limits, September 9, 2019.
- [Online Link] Westbrook, Elijah, Ali Bauman and Natalie Duddridge. "Parents protest plan to house asylum seekers in gymnasiums at Brooklyn schools" *WCBS-2 News*, May 17, 2023 (with apologies for the ads that you will have to endure)
- [Brightspace – Resources Section]] Sommerfeldt, Chris. "Mayor Adams' admin mulls housing migrants on Randall's Island soccer fields as NYC shelter system collapses," *New York Daily News,* August 1, 2023.
- [Online link] Nunez, Lisette. "Fields to shelter space: NYC looks to convert Randall's Island for migrant housing" *Fox 5 TV,* August 2, 2023

## B. CAPACITY MANAGEMENT (FITE)

**Learning Objective: To garner an understanding of the basics of capacity management how to measure and plan for capacity needs. 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

- [Online link – video] LeanVlog, "Capacity Planning - Overview and Key Concepts" June 30, 2019
- [Online link – video] Paulson, Karl, "Takt Time, Cycle Time, and Lead Time," February 10, 2015
- [Online link – video] Six Sigma Academy Amsterdam "Takt time, cycle time, and bottlenecks," 2017
- [Online link – video] Six Sigma Academy Amsterdam "Little's Law", 2017
- [Brightspace Resources Tab] Hollins, Bill, and Sadie Shinkins. *Managing service operations: Design and implementation*. Sage, 2006*,* Chapter 12
- [Brightspace Resources Tab] Sasser, W. Earl. "Match supply and demand in service industries." *Harvard Business Review* 54.6 (1976): 133-140
- [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
- [Online link] Cheney, B "City spending $364M per year on hotels for homeless people." *Politico*, March 16, 2018
- [Online link] Dorn, Sara. "NYC secretly exports homeless to Hawaii and other states without telling receiving pols" *New York Post*, October 26, 2019
- [Online link - video] "Report: NYC spending millions to export homeless families" Fox5NY, November 6, 2019
- [Online link] Porzecanski, Katia. "New York Is Opening a Relief Center for 2,000 Migrants on Randall's Island," *Bloomberg.com*, August 7, 2023

## C. STAKEHOLDER ANALYSIS

**Learning Objective: To develop an understanding of how to apply stakeholder groupings and strategies to achieving support for, neutralizing opposition to, and adaptation of policy proposals.**

PREPARATION

- [MICS Platform: Interactive Tools] Familiarize yourself with PolicyMaker 5 Software (labeled as Stakeholder Analysis) which was designed for the **Chrome browser**.
- [Online link] Community Tool Box. *Communications to Promote Interest and Participation,* Chapter 7. Center for Community Health and Development at the University of Kansas, 2021.
- [Brightspace Resources Tab] Varvasovsky, Zuuzha and Ruairi Brugha. "How to do (or not to do) . . . A stakeholder analysis. *Health Policy and Planning* 15(3), pp. 338-345, 2000.

- [Brightspace Resources Tab] Reich, Michael R. "Applied political analysis for health policy reform." *Current issues in Public Health* 2 (1996): 186-191. This is an overview of an earlier edition of PolicyMaker
- [Brightspace Resources Tab] CFAR, "Sweeping People into a Campaign for Strategic Change." *CFAR Briefing Notes* (1999).
- [Brightspace Resources Tab – optional] Schmeer, Tammy. "Stakeholder Analysis Guidelines", Chapter 2. World Health Organization
- [Brightspace Resources Tab – optional] Glassman, Amanda, et al. "Political analysis of health reform in the Dominican Republic." *Health policy and planning* 14.2 (1999): 115-126
- [Online link – optional] NOAA Office for Coastal Management. "Introduction to Stakeholder Participation," 2015

| SESSION 5 | NOVEMBER 4 |
|---|---|
| *Individual Capacity Management Simulation* | *Due October 27 by 11:59 pm via Brightspace* |
| *Stakeholder Analysis Presentation Slides* | *Due November 2 by 11:59 pm via Brightspace* |
| *Check-in for Class 5* | *Due November 3 by 12:00 noon via Brightspace* |

### A. TEAM STAKEHOLDER ANALYSIS PRESENTATIONS

Teams will present the results of their stakeholder analyses regarding City Council Bill Intro 146, a 2021 measure to increase monthly subsidies under the CityFHEPS voucher program.

### B. SHELTER EXITS – POLICY STRATEGIES AND FRAMEWORKS (DIAMOND)

**Learning objective:** In the first four classes we have focused on who becomes homeless, how people enter the homeless system and the meaning of the right to shelter. This class considers approaches that have been taken in recent years to help people leave the shelter system. At an increasing cost, the city has greatly expanded the assistance it provides to those in shelter to help them exit. What approaches have worked most successfully and why? Given that some individuals leave on their own, what role should government play in helping them exit. What investment should government make in these efforts? Does providing more assistance in leaving lead more to enter?

<u>PREPARATION</u>
- [Online link] Coalition for the Homeless, *The Bloomberg Administration's Flawed Homeless Rental Assistance Plan: A Misguided Plan with Opportunities for Effective Change,* November 2004.
- [Online link] Lamport, Joe. "A New Program to Fight Homelessness," *Gotham Gazette,* March 30, 2007.
- [Online link] Bosman, Julie. "Plan Would Require Homeless to Work to Qualify for Rent Subsidies," *The New York Times,* April 13, 2010
- [Online link] Hernandez, Javier. "Despite the Mayor's Homeless Program, Many Return to Shelters, Critics Say," *The New York Times*, December 8, 2010
- [Online link] New York City Independent Budget Office "Fiscal Impact of Prioritizing Homeless Family for Public Housing" June 14, 2012
- [Online link] Brand, David. "City Council Votes to Raise Value of Housing Vouchers for Homeless New Yorkers," *City Limits*, May 28, 2021.
- [Online link] Brand, David. "NYC's New Housing Voucher Rules Will Drastically Expand Income Eligibility for Renewals", *City Limits*, November 1, 2021.
- [Brightspace Resources Tab] New York City Council – Committee on General Welfare "Oversight: The City FHEPS Rental Assistance Program" January 18, 2023
- [Brightspace Resources Tab] Adams, Eric. "Why I had to veto the Council's 4 housing bills: Mayor Eric Adams says there are better ways to help homeless New Yorkers get places to live". *New York Daily News,* August 1, 2023.
- [Online link] City of New York, City Council. Council Overrides Mayor's Veto on Legislation to Address Homelessness Crisis by Helping New Yorkers Move Out of Shelter and Avoid Evictions with CityFHEPS Vouchers July 13, 2023
- [Online link] New York City Council. "Correcting Mayor Adams' Op-Ed on His Decision to Veto New York City Council's Homelessness Bills," July 2023.
- [Online link] Yi, Karen. "NYC, Newark reach settlement over controversial program to relocate homeless families," *Gothamist*, August 9, 2023

### C. STRUCTURED DECISION-MAKING & DECISION MODELING (FITE)

**Learning objective:** 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.

**Pre-class check-in (Brightspace Assignment section, inline text only):** Your friend has offered you the following wager: you bet $9 and roll a fair die. If you roll 1, 2, 3, or 4 you win $15. With a 5 or 6 you lose. Will you accept the wager?

PREPARATION
- [Brightspace – Media Gallery] Structured Decision Making / Decision Trees
- [Brightspace Resources Tab] Wu, G. (1997). *Decision Analysis*. Harvard Business School #9-894-004, 1-14.
- [Online link - video] Gans, Noah. "Decision Trees" This video is from U Penn / Wharton's Operation Management sequence on Coursera. You may need a free Coursera account for access.
- [Brightspace Resources Tab] Kirkwood, Craig W. "Chapter 1: Decision Trees." *Decision Tree Primer*. Department of Supply Chain Management, Arizona State University Tempe, AZ (2002)
- [Online link] "Decision Trees: Choosing by Projecting 'Expected Outcomes.' " *Mind Tools*
- [Online link – optional - video] Davis, Jeff. "Decision Trees." September 9, 2011 (Length: 10:39). This is a worked example.
- [Optional – Brightspace Resources Tab] 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.

## D. INTRODUCTION TO SCENARIO PLANNING

PREPARATION
- [Brightspace – Class by Class Resources] Courtney, Hugh, Jane Kirkland and Patrick Viguerie. "Strategy Under Uncertainty." *Harvard Business Review,* Nov-Dec 1997
- [Online link – video] four Shell Scenarios averaging five minutes each): "Shell Energy Scenarios to 2050)" (2010), "Imagining the Future" (2012), "Navigating an Uncertain Future" (2017), "Windows on the Future: Modeling Scenarios" (2017)
- [Online link – video] SME Strategy Consulting, "How to do a PESTLE Analysis" (2017)
- [Brightspace Resources Tab] Wilkinson, Andrea and Roland Kupers. "Living in the Futures" Harvard Business Review, May 2013
- [Brightspace Resources Tab] Rosenberg, Mike. "Using Scenarios to Plan for Tomorrow" IESE – *Deep Insight*, First Quarter 2012
- [Brightspace Resources Tab – skim only] Gaskell, Adi "Using Scenarios to Navigate the Great Resignation". *Forbes*, August 10, 2021
- [Brightspace Resources Tab – skim only] Sider, Allison "What Happened When United Stopped Trying to Predict the Pandemic." *The Wall Street Journal*, October 21, 2021
- [Online link – skim only] Favaro, Marina and Sara Z. Kutchesfahani. "We can't prevent tomorrow's nuclear wars unless we imagine them today," *Bulletin of the Atomic Scientists,* August 26, 2021
- [Brightspace Resources Tab - optional]. Scearce, Diana and Katherine Fulton. "What if? The Art of Scenario Thinking for Nonprofits." Global Business Network (Monitor Group), 2004
- [Online link – video – optional] Salesforce Scenarios Teams. "Winter 2021 COVID-19 Scenarios to Inform Your Business Decisions - From vaccines to new virus strains, Chief Futures Officer Peter Schwartz and his team outline potential outcomes."

| SESSION 6 | NOVEMBER 18 |
|---|---|
| *Individual Scenario Planning Document* | *Due November 12 by 11:59 pm via Brightspace* |
| *Check-in for Class 6* | *Due November 17 by 12:00 noon via Brightspace* |
| *Decision Modeling Individual Assignment* | *Due November 17 by 11:59 pm via Brightspace* |

## A. HOMELESSNESS AND (IN)EQUITY

**Learning objective:** To explore the role of race in causing homelessness and the extent to and ways in which race been a factor in society and government's efforts to address homelessness. Is there a path forward?

**Pre-class check-in (Brightspace Assignment section, inline text only):** Prepare both a question (inquiry) and a hypothesis (cause and effect) concerning race and homelessness about which you would like input from your classmates. The question

and hypothesis do not need to be closely tied.  Examples might include whether racism has influenced the city's efforts  to fight homelessness, what role race plays in homelessness, is race a cause of homelessness or does homelessness cause greater racism.  Be prepared to ask your question to the class and participate in conversation with those who respond.

<u>PREPARATION</u>

- [Online link] National Alliance to End Homelessness, "New Data on Race, Ethnicity and Homelessness", 2019
- [Online link] Rodrigues, Raysa and Mirtha Santana. *"Want to Fight Racism? Help Homeless Families," New York Daily News,* July 7, 2020.
- [Online link] da Costa Nunez, Ralph, "Homelessness: It's About Race, Not Just Poverty", *City Limits*, March 5, 2012.
- [Online link] Wiltz, Theresa.  "A Pileup of Inequities: Why People of Color Are Hit Hardest by Homelessness*." Pew Charitable Trust,* March 29, 2019.
- [Online link]  Spears, Sonja. "Homelessness and Racism: Historic Roots," *National Health Care for the Homeless,* May 25, 2019.
- [Online link] Smith, Greg and Bhat Suhail, Homeless Shelters are Overflowing — And Most Likely in Poor Areas, Despite Fair Share Promises, The City, July 26, 2022.
- [Online Link] Dean, James.  "'Staggering' disparities: Homelessness risk varies across race," *Cornell Chronicle*, February 16, 2023.
- [Online link] Fenton, Rueven, Nolan Hicks, Emily Crane and Bernadette Hogan. "Eric Adams rips Ed Day as 'racist' and 'anti-Semitic' after blocking asylum seekers from Rockland," New York Post, May 11, 2023

### B.  SCENARIO PLANNING CONFERENCE AND DEBRIEF

Students will be assigned to groups to develop best case or worst-case scenarios for two parameters affecting family homeless in New York City.  Using a two-by-two matrix approach, the teams will work together to develop and report out on possible futures around homelessness in New York City and potential policy responses.

In the debrief, the Scenario Planning Conference will be discussed in terms of process, substance and results. Students will reflect on the experience as it relates to their own analyses of an uncertain future.

| SESSION 7 | DECEMBER  9 |
|---|---|
| *Pre-class check-in* | *Due December 7 (Thursday) by 12 noon* |
| *Final  Team  Presentation  and  Slides* | *Slides due December 7 by 11:59 pm via Brightspace* |

### A.     FINAL TEAM PRESENTATIONS

Each team will prepare and present a presentation based on an assignment to be distributed in October.

### B.      WHERE ARE THINGS NOW?

Mayor Adams is at the halfway point in his term. Homelessness was growing in New York before the asylees started arriving in significant numbers and the combination of the two has turned an ever-present problem into a crisis. Based on what you have learned, in the two years left of this term, what policies should the Mayor pursue.   What areas should he pursue but as importantly, what lesson should he learn from the first two years if his Administration. How are your answers different from those you posited before our work together in this course? At the end of the Mayor's term what would success look like? What would failure look like?

### C.     GUEST SPEAKER

We will have a guest speaker from among the stakeholder groups in the family homelessness system.

**Pre-class check-in (Brightspace Assignment section, inline text only): Prepare provide two questions for our final class guest speaker**

### D.       COURSE WRAP-UP AND REFLECTIONS

| *Team  Mayoral  Policy  Memo* | *Due December 15 by 11:59pm via Brightspace* |
|---|---|
| *Final  Team  Peer  Review* | *Due December 15 by 11:59pm via Brightspace* |