# NYU Wagner Logo

The Intersection of Policy, Operations & Leadership

FALL 2024

## Class Schedule

Seven Saturdays in person – 9:00 am to 12:30 pm: 9/7, 9/21, 10/5, 10/19, 11/2, 11/16, 12/7

Silver Center (31 Washington Place), Room 407

## Instructors

|  |  |  |  |
| --- | --- | --- | --- |
| Faculty | *Email* | Office Hours | Location |
| Seth Diamond | *swd2001@nyu.edu* | Email for Appointment |  |
| Warner Fite | *warner.fite@nyu.edu* | Tuesdays 5:00 to 6:00 pm starting September 24 (except November 26) | <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 of the Texas state government and other movement of migrants and asylees into New York City have had a seismic impact on homelessness here. As of the summer of 2024, the number of migrants without homes who have been transferred to New York City from Texas and other southern border states exceeds 200,000 (itself the entire population of Salt Lake City, Baton Rouge, or Boise). While most migrants are “single adults” in the parlance of city government, the urgency and importance of this issue demands our attention.

We have therefore added content around the migrant homelessness crisis to the course 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

## Course Format

We are mindful of the long-term lessons from offering the course remotely during the pandemic in 2020. 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; it is of course important for you to spend time with that material in advance and come to class prepared.

A limited number of brief written pre-class check-ins foster intentionality around a supportive and engaged learning community. Check-ins (for Classes 3, 5, 6, and) are typically short reflections. They should be a significantly lower time commitment than the other assignments and please consider the length guidelines 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 where assigned are due at 12 noon on the Friday before a Saturday class (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.

Starting on September 24, Warner’s office hours are remote on Tuesday afternoons from 5:00 to 6:00 pm (except November 26) at <https://nyu.zoom.us/j/9867569873>. Please be in touch for appointments at other times. Please contact Seth directly by e-mail for an appointment. Every student should plan to attend office hours at least once during the semester (it will count towards class participation).

## 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 intend that the assigned readings will serve as a setting off point for students’ inquiries into homelessness in New York City in ways that match their interests and curiosity. For this reason, we have selected a set of material across a variety of policy and operations topics – shelter management, rent subsidies as an exit strategy, the tension among various parts of government and stakeholders, the financial implications of providing accommodations for over 100,000 people every night, and others. While there are many readings, most of them are news articles and primary source documents that can be absorbed in five to 10 minutes.

Please build out your own research and knowledge base – and hence insights – independently especially as you approach your team assignments – there are new articles, editorials and insights almost daily and a wealth of information available on the evolution of policy and theories as to how to best address homelessness.

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 (2009-2013).
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](https://www.nyu.edu/life/information-technology/instructional-technology-support/instructional-technology-tools-and-services/nyu-lms-brightspace/student-training-lms-brightspace.html).
3. **Syllabus Online Links -** This syllabus includes hyperlinks to many of the online readings and videos, often news articles and editorials. You will find most of the course readings accessible via these links.

You will encounter other documents not listed in the syllabus on both the MICS Platform andthe Brightspace site. These are int*e*nded 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/**](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 themes and skills are transferable to a variety of disciplines, including public service management and policy, business, social work, health, and urban planning.

**Case Study Resources**

* **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.
* **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.
* **Data Visualizations** give students a visual introduction to the City’s family homeless shelter system.
* **News Sources and** r**esearch** includes journal articles and reports, relevant to homelessness trends and policies, which will provide students a broad understanding of research and theoretical perspectives. We have moved away from Brightspace to syllabus hyperlinks for more recent material.
* **Documents** include a variety of original source documents.
* **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 for periods prior to 2014 has been provided by City agencies (DHS and OMB) to us on a confidential basis and are not for use outside of this course.

**Interactive Tools**

* **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.
* **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 policy / 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/>.
* **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.

* **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.

Check-in can be completed in Brightspace and will count towards the course participation grade. 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 feedback to each check-in. Check-ins are not intended to require outside research.

* **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 27. Students who are unable to attend the 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*.
* **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.
* **Team Presentations and Memos (20%)**. Each semester-long team will deliver two in-class presentations including analysis *and recommendations* for (a) Time-Series Data and (b) Policy Formation and Stakeholder Analysis. Following each group of presentations, there will be a critique and discussion with professors and colleagues. All team members should present ratably.
* **Team Final Presentation and Team Mayoral Policy Memo (total of 25%)**. Each team will prepare and present a concluding presentation (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** |  |  |  | **Team** | **Deliverables** |  |
|  | **Class Partici-pation** | **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 or cloud-based apps) or linked documents.*

You do not have to be an Excel expert to do very well in this course, although 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):

* [Excel 365 Essential Training](https://www.lynda.com/Excel-tutorials/Excel-Essential-Training-Office-365/728369-2.html?org=nyu.eduExcel%20365%20for%20Mac%20Essential%20Training)
* [Excel 365 for Mac Essential Training](https://www.lynda.com/course-tutorials/Excel-Mac-Essential-Training-Office-365/753894-2.html?org=nyu.edu)
* [Excel Introduction to Formulas and Functions](https://www.lynda.com/Excel-tutorials/Excel-Introduction-Formulas-Functions/743149-2.html?org=nyu.edu)
* [Excel Tips and Tricks](https://www.lynda.com/Excel-tutorials/Excel-Tips-Tricks/784275-2.html?org=nyu.edu)

**Online pre-course survey.** There is a brief online survey to be completed by *Monday, September 2*. It is at <https://nyu.qualtrics.com/jfe/form/SV_b2D2XGwOepz8a3Q> and can be done from either your computer or smartphone in no more than 10 minutes.

## Tech Support

All students have 24/7 support via NYU’s IT services. Explore the [NYU servicelink knowledgebase](https://nyu.service-now.com/servicelink/search_results.do?sysparm_search=student+guides&x=0&y=0&sysparm_fa=&sysparm_sp=&sysparm_cat=&sysparm_serv=&sysparm_location=24e7c87598a074004c8c03063d84e2a6&sysparm_role=&sysparm_base=) 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](https://support.zoom.us/hc/en-us/articles/201362003) (includes a chat function), or review [Zoom’s support resources](https://support.zoom.us/hc/en-us/categories/200101697-Getting-Started). Your peers are another source of support, so you could ask a friend or classmate for help or tips.

## Use of AI Tools and Academic Integrity

Each of you has 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](http://wagner.nyu.edu/portal/students/policies/code). All submissions are expected to be original work of you and your teammates. The use of generative AI tools is strictly prohibited in this course. Any use of such tools will be considered a violation of the Wagner Academic Code. If you have any hesitation about what constitutes original work, be in touch with the professors.

## 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](http://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 Policy on Academic Accommodations for Religious Holidays and Observances](https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/university-calendar-policy-on-religious-holidays.html) states that students may, without penalty, excuse themselves from academic obligations and otherwise receive a reasonable accommodation when required for religious and spiritual holidays and observances. You must notify us in advance of religious holidays or observances that might coincide with exams, assignments, or class times to schedule reasonable alternatives. Students may also contact [religiousaccommodations@nyu.edu](mailto:religiousaccommodations@nyu.edu) for assistance.

## NYU’s Wellness Exchange

[NYU’s Wellness Exchange](http://www.nyu.edu/life/safety-health-wellness/wellness-exchange.html) 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.

# Summary Course Calendar

|  |  |  |
| --- | --- | --- |
| Class | Date | Class Topics Assignments Due |
|  | *9/2* | ***Pre-course survey***  [*https://nyu.qualtrics.com/jfe/form/SV\_b2D2XGwOepz8a3Q*](https://nyu.qualtrics.com/jfe/form/SV_b2D2XGwOepz8a3Q) |
| 1 | *9/7* | 1. Introduction / syllabus review 2. NYC homelessness discussion – who are the homeless? 3. New York City’s Right to Shelter 4. Time Series Data – Part 1 |
|  | *9/18* | ***Fair Hearing briefs due (11:59 pm)*** |
| 2 | *9/21* | 1. Right to Shelter Fair Hearings 2. NYC’s Homelessness Programs 3. Time series data – Part 2 4. Policy making in a political context |
|  | *9/27* | **PATH and Shelter Site Visits (Bronx) - *Optional and very highly recommended* – *approximately 9:30 – 1:30*** |
|  | *9/29* | ***Site visit individual reflection assignment (11:59 pm)*** |
|  | *10/2* | ***Team time-series data presentation slides due (11:59 pm)*** |
|  | *10/4* | ***Check-ins for Class 3 due (12 noon)*** |
| 3 | *10/5* | 1. Site visit debrief 2. Team time series data presentations 3. Shelter placement and impact 4. Systems thinking and cohort analysis |
|  | *10/16* | ***Systems mapping / cohort analysis individual assignment (11:59 pm)*** |
| 4 | *10/19* | 1. Capacity management 2. Shelter exits – policy strategies and framework 3. Stakeholder analysis 4. Policy and Operations in Action   ***Midterm course review*** |
|  | *10/25* | ***Individual capacity management simulation / analysis due (11:59 pm)*** |
|  | *10/31* | ***Team policy / stakeholder analysis presentation slides (11:59 pm)*** |
|  | *11/1* | ***Check-in for Class 5 due (12 noon)*** |
| 5 | *11/2* | 1. Team policy / stakeholder analysis presentations 2. Budget Implications of NYC’s Homelessness Program 3. Structured decision-making 4. Introduction to scenario planning   ***Midterm peer team review*** |
|  | *11/10* | ***Individual scenario planning memo (due 11:59 pm)*** |
|  | *11/15* | ***Check-ins for Class 6 (due 12 noon)***  ***Decision modeling individual assignment (due 11:59 pm)*** |
| 6 | *11/16* | 1. Homelessness and (in)equity 2. Scenario planning conference and debrief |
|  | *12/4* | ***Team final presentation slides (due 11:59 pm)*** |
|  | *12/5 (Thurs)* | ***Check-in for Class 7 (due 12 noon)*** |
| 7 | *12/7* | 1. Final team presentations 2. Where are things now? 3. Guest speaker 4. Course wrap-up and reflections |
|  | *12/14* | ***Team Mayoral Policy Memo (due 11:59 pm)***  ***Final team peer reviews (due 11:59 pm)*** |

## Class Session 1 September 7

Pre-course survey Due September 2 – this should take less than 10 minutes at <https://nyu.qualtrics.com/jfe/form/SV_b2D2XGwOepz8a3Q> – you can use your computer or smartphone

Please plan for the fact that the advance work for this class is more extensive and establishes the foundation for our work together (and includes approximately 90 minutes of videos)

### **Introduction / Syllabus Review**

### **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 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] New York City, Department of Homeless Services [Daily Activity Report (updated daily)](https://www1.nyc.gov/assets/dhs/downloads/pdf/dailyreport.pdf)
* [Online link]. New York City, Mayor’s Office of Operations. [Local Law 79 of 2022 Temporary Housing Assistance Usage (updated monthly)](https://www.nyc.gov/assets/operations/downloads/pdf/temporary_housing_report.pdf)
* [Online link] New York City, Office of the Comptroller [“Charting Homelessness in New York” (updated periodically with a lag)](https://comptroller.nyc.gov/services/for-the-public/charting-homelessness-in-nyc/overview/) This is an excellent and only recently available source of aggregated data; please note there are four tabs in the report
* [Online link] Brand, David. [“NYC Shelter Count”](https://citylimits.org/nyc-shelter-count-2022/), *City Limits* (ongoing)
* [Brightspace – Class-by-Class Resources and online link] Shinn, Marybeth, *et al.* ["Predictors of Homelessness Among Families in New York City: From Shelter Request to Housing Stability,"](https://ajph.aphapublications.org/doi/abs/10.2105/AJPH.2013.301619) *American Journal of Public Health*,  Vol. 88, No. 11, November 1998, pp. 1651-1657.
* [Brightspace – Class-by-Class Resources and online link] Fargo, Jameson D., *et al.* ["Community-Level Characteristics Associated With Variation in Rates of Homelessness Among Families and Single Adults,"](https://www.academia.edu/7570565/Predictors_of_homelessness_among_families_in_New_York_City_from_shelter_request_to_housing_stability?email_work_card=view-paper) *American Journal of Public Health*,  Vol. 103, No. S2, December 2013, pp. 340-347.
* [Online link] Carp, Alex. [“The Man who Fought Homelessness and Won (Sort of),”](https://www.nytimes.com/2022/02/02/magazine/steven-banks-homelessness.html) *The New York Times,* February 2, 2022.
* [Online link] Hogan, Gwynne, [NYC’s Unsheltered Homeless Population Reaches Highest Number in More Than a Decade](https://www.thecity.nyc/2024/06/13/nycs-unsheltered-homeless-population-reaches-highest-number-in-more-than-a-decade/#:~:text=An%20estimated%204%2C140%20people%20were,in%20more%20than%20a%20decade). *The City*, June 13, 2024.
* [Online link] Mehta, Neil and David Brand. [“NYC’s eviction hotspots: Tracking the 10K removals since moratorium ended,”](https://gothamist.com/news/nycs-eviction-hotspots-tracking-the-10k-removals-since-moratorium-ended) Gothamist, August 10, 2023.
* [Online link] Newman, Andy. [“Migrants Sleep on the Sidewalk, the Face of a Failing Shelter System”](https://www.nytimes.com/2023/08/01/nyregion/nyc-migrants-homelessness.html) *The New York Times,* August 1, 2023
* [Online link – optional] [Family Homelessness in New York City: What the Adams Administration Can Learn from Previous Mayoralties](https://www.icphusa.org/reports/family-homelessness-in-new-york-city-what-the-adams-administration-can-learn-from-previous-mayoralties/#introduction), Institute for Children Poverty and Homelessness, March 9, 2022. This piece provides a history of City policies dating to Mayor Koch in the 1980s through the end of the de Blasio administration in 2021.

### **New York City’s Right to Shelter and the Present Moment**

**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?**

**History of New York City’s Right to Shelter**

* [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](https://www.coalitionforthehomeless.org/wp-content/uploads/2014/06/CallahanConsentDecree.pdf), August 1981 (also available via a link in the item immediately below)
* [Online link] Coalition for the Homeless, [The Callahan Legacy: Callahan v. Carey and the Legal Right to Shelter](https://www.coalitionforthehomeless.org/our-programs/advocacy/legal-victories/the-callahan-legacy-callahan-v-carey-and-the-legal-right-to-shelter/) no date
* [Online link] Gibbs, Linda. [“New York’s ‘Right to Shelter’ Must Change. The Alternative Is Los Angeles,”](https://www.nytimes.com/2023/05/25/opinion/new-york-city-right-to-shelter.html?partner=slack&smid=sl-share) *The New York Times,* May 25, 2003
* [Online Link – Optional]. Berg, Bruce. [*New York City Politics: Governing Gotham*](https://muse.jhu.edu/book/14966)*.* 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. This work provides a brief primer. Chapters 3, 4 (pages 107 to 109), and Chapter 7 of the Berg book are most relevant to the course. Chapters 8 and 9 are also helpful.

**Present day and Right to Shelter**

* [Online link] City of New York, Law Department. [Letter to Judge Deborah Kaplan](https://www.nyc.gov/assets/home/downloads/pdf/press-releases/2023/city-application-to-justice-kaplan-callahan-v-carey-5-23-23.pdf). May 23, 2023
* [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,](https://int.nyt.com/data/documenttools/new-york-city-request-from-new-york-state-in-migrant-case/5a731bcb8c7ffe48/full.pdf) 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),](https://int.nyt.com/data/documenttools/new-york-state-response-to-new-york-city-in-migrant-case/063777446eba209a/full.pdf) August 15, 2023.
* [Online link] Newman, Andy and Raul Vilchis. [“New York, Overwhelmed, Toughens Stance on Housing Migrant Families,”](https://www.nytimes.com/2023/10/18/nyregion/migrants-shelter-nyc.html) *The New York Times,* October 18, 2023
* [Online link] Supreme Court of the State of New York. [“Stipulation re: Callahan vs. Carey,”](https://www.coalitionforthehomeless.org/wp-content/uploads/2024/03/42582_1979_ROBERT_CALLAHAN_et_al_v_HUGH_L_CAREY_et_al_STIPULATION___SO_OR_35.pdf) March 15, 2024
* [Online link] Coalition for the Homeless. [“State of the Homeless 2024 Rights Under Attack, Leadership in Retreat,”](https://www.coalitionforthehomeless.org/state-of-the-homeless-2024/) June 2024, Executive Summary only

### **Time Series Data – Part I**

**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.**

#### **Preparation**

* + [Online link - video] [LaBarr, Eric, “What is Time Series Decomposition?”](https://www.youtube.com/watch?v=0ar9extHObg) (only until 2:30)
  + [Online link - video] [University of Auckland, “Introducing Time Series Data”](https://www.youtube.com/watch?v=fKc6mt7rp8A)

## Class Session 2 September 21

***Moot Fair Hearing Briefs*** Due September 18 by 11:59 pm via Brightspace

### **Right to Shelter Fair Hearing**

**Learning Objective: Understand the right to shelter and how it fits with the process for applying for shelter in New York City. Understand what factors are considered in making an eligibility determination. Explore what should be relevant to making an eligibility determination.**

**You will work with groups of your classmates to represent the position of DHS or of a family appellant in a Fair Hearing and to act as OTDA’s Administrative Law Judges in considering family shelter eligibility decisions in specific real-world instances in which a family appealed DHS’s ineligibility decision. Details will be provided in a separate assignment.**

#### Preparation

* [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](http://www.wnylc.com/kb_wnylc_upload/file/15%20ADM-06-T.pdf), November 4, 2015 especially pages 8 – 9
* [Online link] Iverac, Mirela, [“Acceptance Rate for Homeless Families at NYC Shelters Drops to Record Low,”](https://gothamist.com/news/acceptance-rate-homeless-families-nyc-shelters-drops-record-low) *Gothamist*, February 4, 2021.
* [Online link] Bhat, Suhail and Josefa Velasquez. [“Three in Four Family Shelter Applications Rejected in 2021, Setting Record”,](https://www.thecity.nyc/2022/1/30/22909663/family-shelter-applications-rejected) *The City*, January 30, 2022.

### **Time Series Data – Part 2**

**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.**

#### **Preparation**

* Video introductions to time series data (these are each about four minutes in length)
  + - [Online link - video] [Data Science Dojo, “Time Series Forecasting in Minutes”](https://www.youtube.com/watch?v=wGUV_XqchbE)
    - [Online links – two videos] [“Seasonal Decomposition and Forecasting, Part I,”](https://www.youtube.com/watch?v=85XU1T9DIps)and [“Seasonal Decomposition and Forecasting, Part II”](https://www.youtube.com/watch?v=CfB9ROwF2ew) (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.”](https://stream.nyu.edu/media/Understanding%20Time%20Series%20Data%20Webinar/1_simvg734) 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.](https://otexts.com/fpp2/) (Please read Sections 1.1 to 1.7, 2.1 to 2.44, and 6.1 to 6.3 for the concepts rather than the formulas which you will not need)
* [Online link] Lach, Eric. [“Why Thousands of People Are Left Out of New York City’s Daily Homeless Census,”](https://www.newyorker.com/news/our-local-correspondents/why-thousands-of-people-are-left-out-of-new-york-citys-daily-homeless-census) *The New Yorker,* July 30, 2022

### **NYC’s Homelessness Programs**

**Learning Objective: To understand the overall administrative and programmatic structure of the City’s responses to homelessness and to consider how those choices were made and what tradeoffs have been made.**

#### **Preparation**

* [Online links] City of New York, Mayor’s Office of Operations. “Preliminary Fiscal 2024 Mayor’s Management Report”, sections on [Homeless Services](https://www.nyc.gov/assets/operations/downloads/pdf/pmmr2024/dhs.pdf) and [Human Resources](https://www.nyc.gov/assets/operations/downloads/pdf/pmmr2024/hra.pdf). [Section 12 of the New York City Charter](https://www.nyc.gov/site/operations/performance/city-charter.page) 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.
* [Online link] Spauster, Patrick, Adrian Nesta and Emma Whitford. [“Tracking NYC’s Record-High Homeless Shelter Population,”](https://citylimits.org/2023/12/07/tracking-nycs-record-high-homeless-shelter-population/) *City and State,* December 7, 2023
* [Online link] Spauster, Patrick, Adrian Nesta and Emma Whitford. [“NYC Shelter Count,”](https://citylimits.org/nyc-shelter-count/) *City and State,* ongoing
* [Online link] Lach, Eric. [“Why Thousands of People Are Left Out of New York City’s Daily Homeless Census,”](https://www.newyorker.com/news/our-local-correspondents/why-thousands-of-people-are-left-out-of-new-york-citys-daily-homeless-census) *The New Yorker,* July 30, 2022

### **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

* + [Online link] Donaldson, Sahalie. [“Following the asylum-seeker odyssey: a timeline,”](https://www.cityandstateny.com/policy/2024/06/following-asylum-seeker-odyssey/382850/) *City and State*, June 11, 2024
  + [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

## Site Visit – PATH Center and Homeless Shelter Visit Friday, September 27

### **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](https://www.nytimes.com/projects/2013/invisible-child/index.html#/?chapt=1)
* [Online link] Elliot, Andrea, [“When Dasani Left Home.”](https://www.nytimes.com/2021/09/28/magazine/dasani-invisible-child.html) *The New York Times*, September 28, 2021.
* [MICS Platform: Family Homelessness and online link] Stewart, Nikita. “Homelessness, Step by Step.” *The New Yor*k *Times,* February 18, 2018
* [online link] Shapiro, Samantha M. [“The Children in the Shadows: New York City’s Homeless Students,”](https://www.nytimes.com/interactive/2020/09/09/magazine/homeless-students.html)  *The New York Times,* September 9, 2020
* [MICS Platform: Advantage Evolution and online link] Frazier, I. [“Hidden City.”](https://www.newyorker.com/magazine/2013/10/28/hidden-city)  *The New Yorker*, October 28, 2013.

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

## Session 3 October 5

Site Visit Reflection Assignment Due September 29 by 11:59 pm via Brightspace

Time Series Data Presentation Slides due October 2 by 11:59 pm via Brightspace ***Class 3 Check-ins*** Due October 4 by 11:59 pm via Brightspace

### **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.

### **Time-Series Data Presentations**

Teams will present their analysis and projection of homelessness shelter data as well as their conclusions and recommendations.

### **Shelter Placement and Impact**

**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 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 and online link] NYC Comptroller John Liu. [“Down and Out: How New York City Places its Homeless Shelters,”](https://comptroller.nyc.gov/wp-content/uploads/documents/20130509_NYC_ShelterSiteReport_v24_May.pdf)  May 2013
* [Online link] New York City Independent Budget Office, ["Close to Home: Does Proximity to a Shelter Affect Residential Property Values in Manhattan,"](https://ibo.nyc.ny.us/iboreports/close-to-home-does-proximity-to-a-homeless-shelter-affect-residential-property-values-in-manhattan-2019.pdf) 2019.
* [Online link] Custodio, Jonathan ["'A Joke'-Bronx Community Boards In Poor Neighborhoods Say They Are Already Saturated With Shelters,"](https://www.thecity.nyc/2023/06/14/bronx-poor-neighborhoods-saturated-homeless-shelters/), *City Limits*, June 14, 2023.
* [Online link] Blint-Welsh, Tyler. [“New York City Homeless Shelters Get Warm Welcom*e*,”](https://www.wsj.com/articles/new-york-city-homeless-shelters-get-warm-welcome-11563120000) *Wall Street Journal*, July 14, 2019.
* [Online link] Jallow, Ahmed. [“The Shelter Wars: City’s Need for Beds Meets Opposition in Several Neighborhoods,”](https://citylimits.org/2019/09/09/the-shelter-wars-citys-need-for-beds-meets-opposition-in-several-neighborhoods/) City Limits, September 9, 2019.
* [Online link] Chang, Sophia. [“Plans for Homeless Shelter on Billionaire’s Row Can Move Forward After State Court Rejects Lawsuit,”](https://gothamist.com/news/plans-homeless-shelter-billionaires-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,”](https://www.nytimes.com/2022/05/02/nyregion/chinatown-shelter-homeless.html) *The New York Times*, May 2, 2022.
* [Online link] New York City Comptroller Brad Lander, ["Fair Share? Siting New York City's Municipal Facilities,"](https://storymaps.arcgis.com/stories/0bb62803d9d44ade81f16de2cdc378e4), November 9, 2023.

### **Systems Thinking and Cohort Analysis**

**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 solutions?***

#### 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"](https://thesystemsthinker.com/wp-content/uploads/2016/03/Introduction-to-Systems-Thinking-IMS013Epk.pdf) (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](https://www.youtube.com/watch?v=_vS_b7cJn2A)
* [Online link – video] ["Systems Thinking: A Cautionary Tale"](https://guides.library.illinois.edu/leadership/organization/systems_thinking) (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"](https://www1.nyc.gov/assets/planning/download/pdf/data-maps/nyc-population/projections_report_2010_2040.pdf)This is an example of a cohort forecast

## Session 4 October 19

Systems Analysis and Cohort Forecasting Assignment Due October 16 by 11:59 pm via Brightspace

### **Capacity Management**

**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](https://www.youtube.com/watch?v=5-hhfBXykec)
  + [Online link – video] [Paulson, Karl, "Takt Time, Cycle Time, and Lead Time," February 10, 2015](https://www.youtube.com/watch?v=isu6MG3v0-s)
  + [Online link – video] Six Sigma Academy Amsterdam [“Takt time, cycle time, and bottlenecks,”](https://www.youtube.com/watch?v=-b6wauuEJ68) 2017
  + [Online link – video] Six Sigma Academy Amsterdam [“Little’s Law”](https://www.youtube.com/watch?v=0l4osl5yYFo), 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
  + [Online link] [Dorn, Sara. "NYC secretly exports homeless to Hawaii and other states without telling receiving pols" *New York Post*, October 26, 2019](https://nypost.com/2019/10/26/nyc-homeless-initiative-sends-people-across-us-without-telling-receiving-cities/)
  + [Online link - video] ["Report: NYC spending millions to export homeless families" Fox5NY, November 6, 2019](https://www.fox5ny.com/news/report-nyc-spending-millions-to-export-homeless-families)

### **Shelter Exits – Policy Strategies and Frameworks**

**Learning objective: In the first three classes and our site visits, we have focused on who becomes homeless, how people enter the homeless system and the meaning of the right to shelter. Now we turn to approaches 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?**

#### Preparation

* [Online link] Lamport, Joe. [“A New Program to Fight Homelessness,”](https://www.gothamgazette.com/housing/3574-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,”](https://www.nytimes.com/2010/04/14/nyregion/14homeless.html) *The New York Times,* April 13, 2010
* [Online link] Hernandez, Javier. [“Despite the Mayor’s Homeless Program, Many Return to Shelters, Critics Say,”](https://www.nytimes.com/2010/12/09/nyregion/09shelter.html) *The New York Times*, December 8, 2010
* [Online link] New York City Independent Budget Office [Fiscal Impact of Prioritizing Homeless Family for Public Housing](https://ibo.nyc.ny.us/iboreports/dhspriorityletter61412.pdf) June 14, 2012
* [Online link] New York City Office of the Mayor Adams, [Housing Our Neighbors A Blueprint for Housing and Homelessness](https://www1.nyc.gov/assets/home/downloads/pdf/office-of-the-mayor/2022/Housing-Blueprint.pdf) June 2022, “State of Housing” only.
* [Online link] Brand, David. ["NYC’s New Housing Voucher Rules Will Drastically Expand Income Eligibility for Renewals"](https://citylimits.org/2021/11/01/nycs-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] New York City Council. ["Correcting Mayor Adams’ Op-Ed on His Decision to Veto New York City Council’s Homelessness Bills,"](https://council.nyc.gov/grading-mayor-adams-op-ed-on-his-decision-to-veto-new-york-city-councils-housing-bills/) July 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](https://council.nyc.gov/press/2023/07/13/2444/) July 13, 2023
* Online link] Brand, David. ["NYC judge blocks measures to expand rental assistance eligibility, siding with Mayor Adams,"](https://gothamist.com/news/nyc-judge-blocks-measures-to-expand-rental-assistance-eligibility-siding-with-mayor-adams?utm_source=sfmc&utm_medium=nypr-email&utm_campaign=Gothamist+Daily+Newsletter&utm_term=https://gothamist.com/news/nyc-judge-blocks-measures-to-expand-rental-assistance-eligibility-siding-with-mayor-adams&utm_id=357106&sfmc_id=54372400&utm_content=202481&nypr_member=False) *Gothamist*, August 1, 2024.
* [Online link] Yi, Karen. ["NYC, Newark reach settlement over controversial program to relocate homeless families,"](https://gothamist.com/news/nyc-agrees-to-limit-how-many-homeless-families-it-sends-to-newark-through-voucher-program) *Gothamist*, August 9, 2023
* Yi, Karen and David Brand. ["Fewest Shelter Residents Moving into NYCHA Buildings in 10 Years While Vacancies Soar,"](https://gothamist.com/news/fewest-shelter-residents-moving-into-nycha-buildings-in-10-years-while-vacancies-soar) *Gothamist*, May 3, 2024.
* Whitford, Emma and Jeanmarie Evelly. ["Demand for Section 8 Waitlist More than Double Available Slots—And Counting,"](https://citylimits.org/2024/06/05/demand-for-section-8-waitlist-more-than-double-available-slots-and-counting/) *City Limits*, June 5, 2024
* [Online link] Spauster, Patrick. ["Exit Unknown: Where Do People Go After Leaving NYC Homeless Shelters?"](https://citylimits.org/2024/05/14/exit-unknown-where-do-people-go-after-leaving-nyc-homeless-shelters/), *City Limits*, May 14, 2024
* [Online link] New York City, Office of the Comptroller ["Charting Homelessness in New York" (updated periodically with a lag)](https://comptroller.nyc.gov/services/for-the-public/charting-homelessness-in-nyc/overview/) This is a resource from the first class; please see the tab on Shelter Exits.

### **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.](https://ctb.ku.edu/en/table-of-contents/participation/encouraging-involvement/identify-stakeholders/main) C[enter for Community Health and Development](https://communityhealth.ku.edu/) at the [University of Kansas](https://ku.edu/), 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

### **Policy and Operations in Action**

**Shifra Goldenberg (Wagner MPA-PNP 2017) will join the class. Shifra has been Senior Policy Advisor in the Mayor’s Office of Operations and Director of Implementation for NYC Health + Hospitals where she, among other things, set up the Roosevelt Hotel intake center for migrants experiencing homelessness.**

#### Preparation

* [Online link] Donaldson, Sahalie. ["Following the asylum-seeker odyssey: a timeline"](https://www.cityandstateny.com/policy/2024/06/following-asylum-seeker-odyssey/382850/) June 11, 2024
* [Online link] Porzecanski, Katia. ["New York Is Opening a Relief Center for 2,000 Migrants on Randall’s Island,"](https://www.bloomberg.com/news/articles/2023-08-07/new-york-opening-center-for-asylum-seekers-on-randall-s-island) *Bloomberg.com*, August 7, 2023
* [Online link] Goldstein, Joseph. [“Inside the Manhattan Hotel that is the New Ellis Island,”](https://www.nytimes.com/2023/09/21/nyregion/roosevelt-hotel-migrant-crisis.html) *The New York Times,* September 21, 2023
* [Online link] Hogan, Gwynne. ["New Migrant Shelter Expected to Become Largest Ever"](https://www.thecity.nyc/2023/7/11/23791492/migrant-shelter-brooklyn-clinton-hill#:~:text=City%20Hall%20on%20Tuesday%20morning,higher%2C%20THE%20CITY%20has%20learned.) *The City,* July 11, 2023

## Session November 2

Individual Capacity Management Simulation Due October 25 by 11:59 pm via Brightspace

Stakeholder Analysis Presentation Slides Due October 31 by 11:59 pm via Brightspace

**Check-in for Class 5** Due November 1 by 12:00 noon via Brightspace

### **Team Policy / Stakeholder Analysis Presentations**

Teams will present the results of their policy formation and stakeholder analyses.

### **Financial Impact of NYC’s Homelessness Programs**

**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.**

#### **Preparation**

* [Brightspace Media Tab and online link] [Financial elements webinar](https://stream.nyu.edu/media/Family+Homelessness+Financial+Webinar+Spring+2016/1_4kgu5tad) (this provides and overview of funding during the Advantage era as well as the mechanisms of city, state, and federal funding streams)
* [Online link] New York City Independent Budget Office ["Adams Increases Funds for Homeless Shelters, But More Needed for Shelters & Other Programs](https://ibo.nyc.ny.us/iboreports/adams-increases-funds-for-homeless-shelters-but-more-needed-for-shelters-and-other-programs-fopb-march-2022.pdf)” February 2022
* [Online link] New York City Independent Budget Office. ["How Have City Costs Changed with Shifts in State and Federal Support for Homeless Shelters?"](https://ibo.nyc.ny.us/iboreports/how-have-city-costs-changed-with-shifts-in-state-and-federal-support-for-homeless-shelters-march-2023.pdf) March 10, 2023.
* [Online link] Sundarum, Arya. [“NYC’s soaring costs for asylum-seekers now projected to top $12 billion by June 2025,”](https://gothamist.com/news/nycs-soaring-costs-for-asylum-seekers-now-projected-to-top-12-billion-by-june-2025) *Gothamist,* August 9, 2023
* [Online link] Heyward, Giulia [“Adams administration ‘inflated’ costs of expanding NYC rental assistance program, Council says,”](https://gothamist.com/news/adams-administration-inflated-costs-of-expanding-nyc-rental-assistance-program-report-says) *Gothamist,* January 8, 2024
* [Online link] New York City Independent Budget Office. ["Analysis of the 2025 Preliminary Budget and Financial Plan"](https://www.ibo.nyc.ny.us/iboreports/print-2024-preliminary-budget-report-february.pdf). February 10, 2024. Please focus on slides 10 and 11.
* [Online link] New York City Independent Budget Office. ["How Much Has the City Spent on One-Time Homelessness Prevention Payments for Rental Arrears?"](https://ibo.nyc.ny.us/iboreports/how-much-has-the-city-spent-on-one-time-homeless-prevention-payments-for-rental-arrears-may-2024.html), May 2024
* [Online link] New York City Independent Budget Office. ["Understanding the City Fighting Homelessness & Eviction Prevention Supplement (CityFHEPS) Program: Budget, Usage, Expansion Projections, and Concerns,"](https://www.ibo.nyc.ny.us/iboreports/CityFHEPS_Jan2024.pdf) May 2024.
* [Online link] New York City, Office of the Comptroller. ["Comments on New York City's Executive Budget for Fiscal Year 2025"](https://comptroller.nyc.gov/reports/comments-on-new-york-citys-executive-budget-for-fiscal-year-2025-and-financial-plan-for-fiscal-years-2024-2028/) May 23, 2024. Please read only these sections within Part III (the online version of this document is not paginated):
  + Within Revenue Analysis, “Federal and State Aid” (begins after Table 17)
  + Within Expenditure Analysis, all sections from “City Services for People Seeking Asylum” (begins before Table 29) through “Rental Assistance” (ends after Chart 21).

### **Structured Decision-Making & Decision Modeling**

**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”](https://www.coursera.org/lecture/wharton-operations-analytics/decision-trees-IiEIK) This video is from U Penn / Wharton’s Operation Management sequence on Coursera. You may need a [free Coursera account](https://www.classcentral.com/report/coursera-signup-for-free/) 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.’ ”](https://www.mindtools.com/dectree.html) *Mind Tools*
* [Online link – optional - video] [Davis, Jeff. “Decision Trees.” September 9, 2011 (Length: 10:39)](https://www.youtube.com/watch?v=lEQrZvYfGWw). 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.

### **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, please watch any two): [“Shell Energy Scenarios to 2050)"](https://www.youtube.com/watch?v=jQ2uIPeiEYQ) (2010), [“Imagining the Future”](https://www.youtube.com/watch?v=srY-hJuqYTM) (2012), [“Navigating an Uncertain Future”](https://www.youtube.com/watch?time_continue=199&v=nwub4Bhr-aM&feature=emb_logo) (2017), [“Windows on the Future: Modeling Scenarios”](https://www.youtube.com/watch?v=l4MDcGYif4k) (2017)
* [Online link – video] SME Strategy Consulting, [“How to do a PESTLE Analysis”](https://www.youtube.com/watch?v=jy84ecPkV9c) (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] Sider, Allison [“What Happened When United Stopped Trying to Predict the Pandemic.”](https://www.wsj.com/articles/united-airlines-predicting-covid-travel-flying-11634751129) *The Wall Street Journal*, October 21, 2021
* [Online link – optional] Favaro, Marina and  Sara Z. Kutchesfahani. [“We can’t prevent tomorrow’s nuclear wars unless we imagine them today,”](https://thebulletin.org/2021/08/we-cant-prevent-tomorrows-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.”](https://www.salesforce.com/resources/videos/covid-scenarios/)

## Session 6 November 16

Individual Scenario Planning Document Due November 10 by 11:59 pm via Brightspace

**Check-in for Class 6** Due November 15 by 12:00 noon via Brightspace

Decision ***Modeling*** Individual Assignment Due November 15 by 11:59 pm via Brightspace

### **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.**

#### Preparation

* [Online link] [National Alliance to End Homelessness, “New Data on Race, Ethnicity and Homelessness”, 2019](https://endhomelessness.org/new-data-on-race-ethnicity-and-homelessness/)
* [Online link] Wiltz, Theresa. [“A Pileup of Inequities: Why People of Color Are Hit Hardest by Homelessness.*”*](https://www.pewtrusts.org/en/research-and-analysis/blogs/stateline/2019/03/29/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](https://nhchc.org/wp-content/uploads/2019/08/sonja-spears-racism-and-homelessness.pdf),” *National Health Care for the Homeless,* May 25, 2019.
* [Online link] Community Solutions “[Racism And Homelessness Are Inextricably Linked Here's What We’re Doing About It](https://community.solutions/race-and-homelessness-are-inextricably-linked-heres-what-were-doing-about-it/),” February 7, 2020
* [Online link] Smith, Greg and Bhat Suhail, [Homeless Shelters are Overflowing — And Most Likely in Poor Areas, Despite Fair Share Promises](https://www.thecity.nyc/2022/7/26/23279842/homeless-shelters-are-overflowing-and-most-likely-in-poor-areas-despite-fair-share-promises), The City, July 26, 2022.
* [Online link] Brand, David. ["Why You Aren't Homeless: How Privilege & Fortune Shape the Shelter Census,"](https://citylimits.org/2020/07/13/why-you-arent-homeless-how-privilege-fortune-shape-the-shelter-census/). *City Limits*, July 13, 2020.
* [Online link] Ponder, Kara Young. “[How Racism Underpins the US' Homelessness Problem](https://theemancipator.org/2023/11/09/topics/housing/how-racism-underpins-us-homelessness-problem/),” *Emancipator*, November 9, 2023.

### **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 7

Final Team Presentation and Slides Slides due December 4 by 11:59 pm via Brightspace

**Pre-class check-in** Due December 5 (Thursday) by 12 noon

### **Final Team Presentations**

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

### **Where Are Things Now?**

Mayor Adams is facing re-election next November. 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 remaining years left of this term, what policies should the Mayor pursue and as importantly, what lesson should he learn from the first years if his Administration to guide his re-election bid? 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?

### **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**

### **Course Wrap-up and Reflections**

Team Mayoral Policy Memo Due December 14 by 11:59pm via Brightspace

Final Team Peer Review Due December 14 by 11:59pm via Brightspace