

THE NONPROFIT SECTOR AND THE CITY
Course B8544-001
SPRING 2024 (A Term) BIDDING ONLY
410 Kravis – Mondays, 6:00 p.m. – 9:15 p.m. **

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REQUIRED COURSE READINGS

Excerpts from the following texts will be assigned, and as far as possible available on Canvas as well as the library:

1. Collins, Good to Great and the Social Sector
2. Crutchfield and McLeod, Forces for Good
3. Drucker, Managing The Nonprofit Organization
4. Hunter, Working Hard and Working Well
5. Marino, Leap of Reason: Managing to Outcomes in an Era of Scarcity
6. Marino/Weiss, The Big Reset

Marino's "Leap of Reason," Hunter's "Working Hard," and Marino/Weiss' "The Big Reset" can be downloaded for free at www.leapofreason.org.

In addition, the following articles will be assigned; and are available on Canvas:

1. "Philanthropy and Digital Civil Society: Blueprint 2023", Bernholz
2. "Humanity: 5 Hopes for Philanthropy and Nonprofits", Buchanan
3. "Elephant in the Zoom," Grim
4. "Will Mackenzie Scott's Gifts be an Inflection Point for the Social Sector?"
5. "Nonprofit Innovation for a Post-Crisis Future," Lyengar and Kiernan
6. "FEGS 6/30/14 Audit", Loeb & Troper
7. "Risk Management for Nonprofits," MacIntosh, Millenson, Morris, and Roberts
8. "Think Outside the Box: How Stakeholders can Help Nonprofits Face the Challenge of Covid-19", MacIntosh
9. "Too Big to Fail: New York City's Largest Human Service Nonprofits," MacIntosh
10. "Tough Times Call for Tough Action: A Decision Framework for Nonprofit Leaders & Boards," MacIntosh
11. "America's Greatest Public Works," Miller
12. "The World Has Changed and So Must We: Heron's Strategy for Capital Deployment," Miller
13. "Building Resilient Organizations: Toward Joy and Durable Power in a Time of Crisis," Mitchell

14. "Nonprofit Impact Matters," National Council of Nonprofits
15. "The Full Cost Project: Funding for Impact and Equity," Nonprofit Finance Fund
16. "Overlooked and Undercounted: The Self-Sufficiency Standard for New York City," Pearce
17. "Philanthropy in the Service of Democracy," Reich
18. "Better Outcomes for the Nonprofit Sector," Rosenblatt
19. "New York Nonprofits in the Aftermath of FEGS: A Call to Action," Stix
20. "Making Sense of Uncertainty: Nonprofit Scenario Planning in the Covid-19 Pandemic", Waldron, Searle, and Jaskula-Ranga
21. "The Four Principles of Purpose-Driven Board Leadership," Wallestad
22. "The War on Philanthropy," Zinsmeister

There may also be additional readings/handouts in class or available via Canvas. The additional readings are essential to comprehending the content of the class.

Finally, I urge you to learn about the sector through regular reading online of [Philanthropy News Digest](#), [Chronicle of Philanthropy](#), and the [Stanford Social Innovation Review](#). Stay on top of current events, especially in New York City, because they will contribute to the richness of class discussions. We will use them and expect you to be aware of them.

REQUIRED PREREQUISITES AND CONNECTION TO THE CORE

There are no prerequisites for this course. The concepts in this course will use, build on and extend concepts covered in the following core courses:

Core Course	Connection with Core
Financial Accounting	<ol style="list-style-type: none"> 1. Understanding the Accounting Equation in Nonprofits 2. Revenue and Expense Models in the Nonprofit Sector 3. How to Review Nonprofit Audits and Tax Returns
Strategy Formulation	<ol style="list-style-type: none"> 1. What is Economic Value in Nonprofits 2. How is Social/Environmental/Cultural Value Created or Generated by Nonprofits 3. The Role of Competition and the Marketplace in the Nonprofit Sector
Operations Management	<ol style="list-style-type: none"> 1. What is best practice in Nonprofit Management? 2. What Role does Governance and Leadership play within a Nonprofit? 3. How does a Nonprofit Manage to Outcomes or Achieve Impact?

Students will be expected to have mastered these concepts and be able to apply them in the course.

COURSE DESCRIPTION

There are many forces that keep cities vibrant and livable. There are two forces that are clearly visible and acknowledged – government and commerce – for the good that they generate and provide. But there is another force that is not so readily acknowledged, and yet, plays a key role in ensuring that a city not only functions but is a strong community of service, health, education, and culture.

It is the nonprofit sector that supports this latter work. In New York City, nonprofits have had a long history of activity and action. Currently, and according to the IRS, there are 46,000 nonprofits in New York City, and 1,289,655 in the U.S.

The nonprofit sector accounts for than \$1.5 trillion in revenues annually and controls over \$3 trillion in total assets. The American nonprofit sector employs 12.3 million people which accounts for more than 10% of the private workforce. Indeed, the sector is now the third largest industry in the country and bigger than construction, banking, and telecommunications. Indeed, some of the largest employers in New York City are nonprofits: Mount Sinai Medical Center, Museum of Modern Art, New York Presbyterian Hospital, New York University, and yes, Columbia University.

Much is expected of the third sector – especially in urban communities. Not only to simply provide shelter for the night for the homeless or food for the hungry, but also to tackle more complex issues such as public education reform, developing green jobs, and rethinking and reforming the criminal justice system. But why does this matter? Because according to Robin Hood Foundation, New York City has 2.4 million adults and children living in poverty. And fair or unfair, nonprofits try and fill the growing chasm between the haves and have-nots. A chasm that has only gotten wider because of the Covid-19 pandemic.

In addition, the third sector is called on to tackle issues that government or the market cannot address or is not willing to address and usually does it with fewer resources. Thanks to the never-ending flux of public finance and funding at the federal, state and city level, this is quite a challenge, and has become even more so in a contentious political and inequitable economic context completely and currently influenced by the pandemic and racial and social justice issues.

Observers will say the challenges taken on by the nonprofits are far too difficult. Others argue that this country's nonprofits are dynamic and resilient and can indeed meet the challenge – by being deeply connected to the communities they serve and being nimble enough to provide the services that are truly needed and demonstrate impact.

Some questions for the class to consider:

- Is the third sector a viable answer – a panacea – to many of the problems that hinder urban communities?
- What would public-private-nonprofit partnerships that can provide various services to the less fortunate really look like? What will happen to the social safety net? How has (and will) the pandemic influence the role and scope of the sector to address or ameliorate these issues?
- What tools, tactics, and strategies does a professional working in the nonprofit sector need to succeed?
- Is there enough capital in the nonprofit sector – public, private, or philanthropic -- to go around? Where is it going? Why is it going there? How is it used effectively? How has (will) the pandemic influenced the distribution of capital?

This class explores this energetic sector. While much can be learned and gained from reading and reviewing various books, articles, and websites, the instructor not only believes in bringing the class into the sector to engage first-hand in the issues and nonprofits, but also to meet and engage with the leaders behind these efforts. This is a course that bridges theory and practice. We are deeply fortunate that New York City provides such a full array of leaders, organizations and programs that are concerned with tackling and solving issues and problems that confront us as a community.

COURSE FORMAT

This will be an active three-hour class. The instructor has knowledge and experience to impart, but very much sees himself as a facilitator. Over the course of the half term, we will read various books, articles, and documents and **discuss** them. Be ready to do so. You will meet leaders from the nonprofit community. Be ready to **engage** them. In the course of the semester, you will consult with the CEO and his management team of a major homeless services nonprofit in New York City for your final project. Be ready to **observe** and **absorb** what they share and say.

As noted in the previous paragraph, a large component of the course will be advising Muzzy Rosenblatt, CEO of Bowery Residents' Committee (BRC). (www.brc.org) BRC was founded in 1971 by recovering alcoholics living in the Bowery's infamous flophouses. Engaging approximately 10,000 men and women annually, BRC helps homeless and at-risk New Yorkers achieve stability in health and housing and attain their greatest degree of independence and self-sufficiency. Across its spectrum of 30 programs, BRC serves people who are chemically dependent, psychiatrically disabled, elderly, or living with HIV/AIDS. Nearly 90% of BRC's clients are racial or ethnic minorities and 10% are women. In FY 2022, BRC served 8,671 distinct individuals at its site-based programs and reached over 50,000 unsheltered men and women via its homeless outreach programs in New York City's streets and public transportation systems.

BRC's programming includes over 2,000 units of transitional and permanent housing, homeless outreach, workforce development, and mental health programs, substance abuse treatment, and services for older adults, including children and families. Its case management process respectfully helps clients manage their physical and mental health, as they transition off the street and into more permanent surroundings. Distinguishing BRC from other providers to homeless populations, clients can enter services at any point appropriate to their preferences and needs. By being flexible and responsive to their needs, BRC's clients can enter services that consistently help individuals achieve and sustain their greatest level of independent living.

In FY 2022, BRC saw 4,828 positive discharges from its programs, thus exceeding its annual goal of 4,500 positive discharges. BRC's leadership credits this success to a variety of program-specific factors, including a robust system for client assessment and transfer in its homeless services, a sustained focus on person-centered discharge planning, and client referrals in its treatment services. Other FY 2022 highlights include 704 placements of clients into more independent housing – in line with its FY 2021 rates – and helping 305 individuals gain employment at 412 jobs, an increase from the previous year.

In response to increased demand at the onset of the Covid-19 pandemic, BRC has opened nearly 550 new stabilization beds, which offer unsheltered individuals a transitional housing option with wraparound clinical services outside the congregate shelter system. Given the program's success and continued need, city government has permanently established the emergency capacity it created during the pandemic, and BRC has signed new multiyear contracts to maintain and expand its existing emergency stabilization bed capacity (currently 776 units). In addition, the agency has seen an increase in response to the recent influx of asylum seekers to New York City. While it is too soon to determine any long-term implications, BRC is serving this population throughout its transitional shelter system; for example, asylum seekers represent approximately 50% of occupants at its recently opened Blue Sky Residence for adult families in Queens, which has the capacity to serve 140 couples (280 individuals).

Through its The Way Home Fund, BRC is making progress developing a pipeline of real estate development projects, with five projects currently in the works. Since last year, construction has begun at Beach Channel Drive, a facility comprising a 100-bed shelter for women and 146 units of permanent affordable housing in Far Rockaway, Queens. That project, as well as a shelter in Inwood with 120 units for single adult men, will be the earliest to open, in the next two to three years. Other sites under development include the Hill Top Apartments (204 units in Northern Manhattan), Bronx Family Housing (three buildings with 191 units of permanent housing), and Queens Family Shelter (150 units in Long Island City).

In our first session, Muzzy will elaborate further on BRC's mission and work. Based on conversations with Muzzy, there are five issue areas where teams of CBS students can help Muzzy and members of his senior management team further build on BRC's success and sustain the incredible growth of the organization. What follows are the areas where BRC is looking for ideas, insight, and help:

- **Monetizing its assets** (Point Person: CFO Lilia Calves) – From dozens of buildings it owns and leases, to its fleet of scores of vehicles that travel the city streets 24/7 to working capital, what is the potential to further monetize (derive revenue from) the assets BRC controls that would give it access to additional unrestricted income to support its mission?
- **Defining and marketing the BRC brand** (Point Person: Chief Development Officer Shira Fisher) – While homelessness is ever present in public discourse, the scope and impact of BRC's work is not well known. How, where, and to whom could BRC better market its effective strategies for providing a pathway from homelessness to home, in a way that could better generate philanthropic support and influence public thinking for the better?
- **Assessing opportunities for strategic acquisition** (Point Person: COO David Tatum) – Is BRC in a strong enough position to be pursuing growth by acquiring another nonprofit, and if not, where is BRC deficient and what would it need to do to achieve that capacity?
- **Restructuring a critical support function** (Point Persons: Chief Administrative Officer Maurice Willoughby and CFO Lilia Calves) – How can BRC restructure its multi-million dollar catering department that produces the meals served in its residences in a way that achieves greater economies of scale while upholding its nutritional standards while providing a dignified and hospitable dining experience for its clients?
- **Capitalizing on intellectual capital** (Point Person: CEO Muzzy Rosenblatt) – Is there a market, what is the cost of entry, and what would the ROI be, for BRC to develop a consulting service that would allow it to capitalize on the sharing of its intellectual capital with other cities and service providers.

COURSE REQUIREMENTS

There are three major components for this course.

- I. **Class participation.** Class attendance and preparation are critical. All of us bring different perceptions and ideas to this dialogue about the nonprofit sector, cities and how they both function. Prepare for each class by immersing yourself reviewing in the readings and be ready to provide an open and comfortable atmosphere in which to share comments and participate. For each class, students will also submit to the professor and the teaching assistant via Canvas a brief synopsis (two to three paragraphs) of at least two of the readings. Each student will enter their submission by midnight Sunday -- the day before that particular class.
- II. **Mid-term paper (due February 20).** You will be presented with a scenario in which you will be asked to respond. The mid-term paper will be in the form of a memo from you, an executive director of a NYC-based human services nonprofit, to your board chair. In this memo you will highlight how you will move your organization forward given a set of circumstances described in the scenario. While pulling on your own set of experiences is certainly acceptable, it will be important to consider ideas, strategies, and tactics you have absorbed from the readings, class presentations and discussions.
- II. **Final: Team project and presentation (due February 27).** Each student will participate in a team project and do a presentation during the final class session. As noted above, there will be five teams exploring different aspects of BRC's operations. Over the duration of the course, student teams will work with assigned BRC senior staff and execute a jointly developed workplan and deliver a final product/presentation. Work will include qualitative and quantitative research, interviews of various BRC staff and stakeholders, analysis of various datasets, and exploring the application of management strategies and/or tactics to the BRC business model. The team will develop a set

of tangible recommendations or solutions that can be used by the BRC board and staff. On **February 6 (Session Three)**, the team will submit a one-page progress report on the project and a list of stakeholders to be contacted.

Along with the content of the papers and presentations, they also will be graded for clarity and acuity of the analysis and possible recommendations.

<i>Type</i>	<i>Designation</i>	<i>Discussion of concepts</i>	<i>Preparation of submission</i>	<i>Grade</i>
A	group / group	Permitted with designated group*	By the group	Same grade for each member of the group
B	group / individual	Permitted	Individually (No sharing of any portion of the submission)	Individual
C	individual / individual	None of any kind	Individually	Individual
D	(An optional category to be defined in detail by the faculty member)			

Mid-term paper (type C)	25%
Final paper and presentation (type A)	50%
Active class participation (type C)	25%

CLASSROOM NORMS AND EXPECTATIONS

As noted earlier, the class and its content are intended to be a bridge between theory and practice. The readings we discuss in class and the speakers we invite into the class complement each other. We will spend time in each session exploring the readings and interacting with the speakers, so please complete the readings before class for which they are assigned.

This course is not for the student who wants to receive information passively and then simply present it back in the form of papers. We are looking for students who want to engage with the material and the people in this vibrant sector. Class participation is vital and will count toward your overall grade. Get to know your classmates as the journey in this work is better understood and enjoyed by shared experience. Since the topics discussed in this class often involve values and personal beliefs, we expect everyone to respect diverse viewpoints and experiences.

Given the short-term nature of the course, students are expected to attend all six classes. Absences, as well as partial attendance of a session, must be justified in advance to the satisfaction of the Professor.

Use of cell phones is prohibited.

January 23 – Session One

Topic: Introduction and Overview on the Nonprofit Sector

Our first class will provide an overview on the course, an introduction to the nonprofit sector and the assignment the teams to work with the senior managers of Rethink. In the introduction to the sector, we will explore the history, values, politics, and economics of the sector.

Guest Speaker: Muzzy Rosenblatt, CEO, Bowery Residents' Committee (www.brc.org)

- Buchanan, "Humanity: 5 Hopes for Philanthropy and Nonprofits"
- Hughes, "Will MacKenzie Scott's Gifts be an Inflection Point for the Social Sector?"
- Miller, "America's Greatest Public Works"
- Pearce, "Overlooked and Undercounted: The Self-Sufficiency Standard for New York City"

January 30 – Session Two

Topic: The True Capacity of the Third Sector

This class will focus what on the nonprofit sector can actually deliver in the form of services and programs. As we look at issues like poverty, education reform, access to the arts, and healthcare, is the sector doing its job? What helps or hurts the sector in being successful or not? What role does politics and policy play in the sector's ability to perform? What has been the impact of the pandemic on the sector? We will be joined by a national leader from the sector who will discuss all these issues and more.

Guest Speaker: Meg Barnette, President and CEO, Nonprofit New York (www.nonprofitnewyork.org).

- Bernholz, "Philanthropy and the Digital Civil Society: Blueprint 2023"
- National Council on Nonprofits, "Nonprofit Impact Matters"
- Reich, "Philanthropy in the Service of Democracy"
- Zinsmeister, "The War on Philanthropy"

February 6 – Session Three

Topic: Nonprofit Management: The Manager as Leader

This is the first of two classes devoted to the principles and practices of nonprofit management. To get things done you need leaders. This seems especially true in the always resource starved nonprofit sector. What is leadership in the nonprofit sector? Is it different than in the private or public sectors? We will explore this critical dynamic by engaging a leader (and CBS alum) in the field of human services and youth development/K-12 education in what promises to be a provocative conversation about this vital important topic. We will also check in on the status of your team's final project.

Guest Speaker: Phoebe Boyer '93, President and CEO, Children's Aid (www.childrensaidnyc.org).

- Crutchfield and McLeod, Forces for Good (Chapters 1, 8 and 9)
- Grim, "Elephant in the Zoom"
- Hunter, Working Hard and Working Well (Chapters 2 and 3)
- MacIntosh, "Tough Times Call for Tough Action: A Decision framework for Nonprofit Leaders & Boards"
- Mitchell, "Building Resilient Organizations: Toward Joy and Durable Power in a Time of Crisis" (**OPTIONAL**)
- Wallestad, "The Four Principles of Purpose-Driven Board Leadership"

February 13 – Session Four**Topic: Nonprofit Management: Theory and Practice**

This class will focus on the ideas of the leading thinkers on management – the late Peter Drucker and current guru Jim Collins. Drucker spent the last years of his life devoted to the nonprofit sector and Collins spends more and more time trying to apply his ideas to the sector. But how does that thinking translate into real day-to-day management? We will also explore the role of outcomes in nonprofit management via the thinking of tech entrepreneur/investor and philanthropist Mario Morino and longtime nonprofit evaluation expert David Hunter. And, in a discussion with a top management consultant (and CBS alum) who works with nonprofits across the United States, we will explore what works in the real world.

Guest Speaker: Elise Miller '15, Associate Director, Advisory Services, Nonprofit Finance Fund (www.nff.org)

- Collins, Good to Great and the Social Sectors
- Drucker, Managing The Nonprofit Organization (Parts One, Two and Three)
- Morino, Leap of Reason (Introduction, pgs 1-74, 95-98, 105-110)
- Morino/Weiss, The Big Reset
- Nonprofit Finance Fund, "The Full Cost Project: Funding for Impact and Equity"
- Rosenblatt, "Better Outcomes for the Nonprofit Sector"

February 20 – Session Five (MID-TERM PAPER DUE)**Topic: The Role of Capital in the Nonprofit Sector**

Money matters -- and it really matters in the nonprofit sector. Yet a proper system of accessing capital does not exist in the nonprofit sector the way it does in the private sector. Through a combination of philanthropy, government support and/or contracts, and if applicable, earned revenue, nonprofits cobble together revenue to survive and deliver services. But is this any way to grow or sustain a sector? To build additional capacity or scale up to serve more people? We will explore this question with a former investment banker who now devotes his time, energy and intellect looking at how to build better streams of capital for the third sector.

Guest Speaker: John MacIntosh, Managing Partner, SeaChange Capital Partners (www.seachangecap.org)

- Loeb & Troper, "FEGS 6/30/14 Audit,"
- MacIntosh, Millenson, Morris, and Roberts, "Risk Management for Nonprofits"
- MacIntosh, "Think Outside the Box: How Stakeholders can Help Nonprofits Face the Challenge of Covid-19"
- MacIntosh, "Too Big to Fail: New York City's Largest Human Service Nonprofits"
- Miller, "The World Has Changed and So Must We: Heron's Strategy for Capital Deployment"
- Stix, "New York Nonprofits in the Aftermath of FEGS: A Call to Action," Stix

February 27 – Session Six (FINAL PRESENTATIONS DUE)**Topic: Team Presentations on BRC**

The final class will be mostly devoted to the final presentations by the teams on the topics they analyzed. Each team will present their analysis to the instructor and the BRC management team. The BRC team as well as fellow classmates will comment and critique each presentation. The final segment of the final class will be focused on the key themes and ideas discussed during the class.

- Listen: “A Change Is Gonna Come,” Sam Cooke

INSTRUCTOR BIO

Doug Bauer is Executive Director of The Clark Foundation. The Foundation focuses on helping individuals out of poverty and then leading independent and productive lives, and supports nonprofits and programs in New York City and Cooperstown, NY. Doug manages not only the Clark Foundation but is also executive director of the Scriven and Fernleigh Foundations. Together, the three foundations have assets over \$800 million and provides over \$40 million in grants, scholarships, and programs annually. Prior to Clark, Doug was a Senior Vice President with Rockefeller Philanthropy Advisors (RPA) from 2002 to 2009 and led the organization’s Strategic Initiatives Team. Prior to joining RPA, he was a Vice President at Goldman Sachs and President of the Goldman Sachs Philanthropy Fund, the firm’s charitable gift fund. From 1997 to 2000, Doug was Director of Community Partnership at SmithKline Beecham (now GlaxoSmithKline) and Executive Director of the SmithKline Beecham Foundation, where he focused on community-based health care around the world. From 1992 to 1996, Doug was a Program Officer for Culture at The Pew Charitable Trusts. And from 1988 to 1992, he managed the Scott Paper Company Foundation.

Doug’s opinions and ideas on philanthropy have been featured in the *Associated Press*, *Bloomberg*, *The Chronicle of Philanthropy*, *Contribute*, the *Financial Times*, *Inside Philanthropy*, the *Los Angeles Times*, *The New York Post*, *Stanford Social Innovation Review*, *The Wall Street Journal* and on NPR, PBS, and CNBC. Doug co-authored, with Steven Godeke, *Philanthropy’s New Passing Gear: Mission Related Investing, A Policy and Implementation Guide for Foundation Trustees*. Doug is a past chair of Philanthropy New York and current co-chair of its Public Policy Committee and also serves on the boards of The Leatherstocking Corporation, The Melalucca Foundation, Partners for Health Foundation (where he is Board Chair) and is a member of the Leap of Reason Ambassadors community. He is also an adjunct faculty member at the University of Pennsylvania and its School of Social Policy and Practice. Doug is a graduate of Michigan State University. He also holds a M.S. from Penn and a M.J. from Temple University.

TEACHING ASSISTANT BIO

Gee Mi Jorde is a second-year MBA student at Columbia Business School. Prior to CBS, she served in the U.S. Navy for six years as a Surface Warfare Officer. She spent four years forward deployed to Japan onboard a cruiser ship, where she was the Gunnery Officer and Training Officer. Her last two years in the Navy were spent teaching a tactical navigation course. At the same time, she volunteered as a First Connection Coordinator with the Leukemia and Lymphoma Society, connecting blood cancer patients and family members with trained peer volunteers of similar cancer journeys. At CBS, Gee Mi participated in the Nonprofit Board Leadership Program, conducting a financial compensation analysis for the Immigrant Justice Corps, a nonprofit organization dedicated to supporting law school graduates with a passion for immigration justice. She most recently interned at PwC’s Strategy & Deals Strategy practice, where she will return after graduation. Gee Mi has a BS in International Relations and a Japanese minor from the United States Naval Academy.

COURSE PARTNER BIO

Muzzy Rosenblatt is CEO and president of BRC. For over 30 years, Muzzy has been a catalyst for change in how communities and institutions serve people experiencing homelessness. He has led organizations, developed innovative interventions, and influenced policies, making it easier for more and more people in need to achieve their potential and transition to stable health and homes. He held positions in NYC municipal government in the 1980s and 1990s, and presently serves as the CEO of Bowery Residents' Committee (BRC).

Over the past 20 years, Muzzy has led BRC (a nonprofit founded in 1971 by the marginalized residents of the Bowery, New York City's "skid row"). Building on the inspiring belief of its' founders, that if given the opportunity they could achieve their potential, BRC has evolved into a robust network of holistic, integrated residential programs and services serving over 10,000 people annually, providing a pathway from homelessness to home. With an annual operating budget of \$196 million, a five-year capital budget of over \$300 million, and 1,300 full time staff, BRC operates over 30 programs that provide transitional and permanent housing, along with services to address and overcome health, mental health, substance use and economic challenges. An outcome-driven organization, most of the people BRC serves succeed in their efforts to overcome addiction, stabilize their health and mental health, obtain employment, and find a place to call home.

Described by *The New York Times* as "one of New York City's most respected charity groups," under Muzzy's leadership BRC has been grounded in a commitment to transparency and accountability, receiving Guidestar's Platinum Seal of Transparency, designated "Top Rated" by Charity Watch, won the NY Nonprofit Excellence Awards, was a National Finalist for the Drucker Prize, and was a winner of the Urban Land Institute NY Award for Excellence in Development.

Recognized by *The Nonprofit Times* as one of the country's Top 50 influential nonprofit leaders, Muzzy frequently advises leaders in other cities, and in association with Bloomberg Associates, regularly serves as a subject matter expert for municipalities across the country and around the world. He is a co-author of *"How Ten Global Cities Take on Homelessness"* (University of California Press, 2021). Muzzy also advocates nationally for effective nonprofit organizations, contributing to *"What Matters: Investing in Results to Build Strong, Vibrant Communities,"* (Federal Reserve Bank of SF and Nonprofit Finance Fund, 2017). His views have been published in various media outlets.

Prior to BRC, Muzzy held several positions in NYC government, including First Deputy Commissioner and Acting Commissioner of the NYC Department of Homeless Services, the first municipal agency in the U.S. dedicated to homelessness, which he helped establish as a chief of staff in the office of NYC Mayor David N. Dinkins. He earned a BA from Wesleyan University, where he has served both as a Trustee and as Alumni Association President, and an MPA from the Wagner School at NYU. Muzzy has served as a volunteer board member of numerous nonprofit and civic organizations and is frequently asked to serve on government task forces. A native New Yorker he grew up in Manhattan, lived in Brooklyn, and now resides in Queens.