

2018-2019

CAPSTONE

PROJECT SUMMARIES



NYU

ROBERT F. WAGNER GRADUATE
SCHOOL OF PUBLIC SERVICE

NYU
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CAPSTONE

LEARNING IN
ACTION

**PUBLIC SERVICE IS
THE HIGHEST
GOOD,
HONORABLY
AND WELL,
THE MOST REWARDING.**

ROBERT F. WAGNER,
MAYOR OF NEW YORK CITY
1953-1965

ABOUT CAPSTONE

Capstone, in architecture, is the crowning piece of an arch, the center stone that holds the arch together, giving it shape and strength. Similarly, NYU Wagner’s Capstone Program provides students with the centerpiece of their graduate education where they turn their classroom learning into practice. Capstone teams spend an academic year addressing challenges and identifying opportunities for clients, or conducting research on a pressing social question—in a complex and real-world environment. Students must quickly become familiar with an issue or content area; demonstrate process skills such as project management and teamwork; and effectively gather, analyze, and present data.

The Capstone Program was originally funded with a generous grant from the Ford Foundation in 1995. Since then, more than 6,100 students have completed over 1,350 projects for more than 850 organizations.

The summaries in this booklet represent the 64 Capstone projects from the 2018-2019 academic year.

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Organizations—from the public, nonprofit, or private sector—interested in being a Capstone client should visit wagner.nyu.edu/capstone/clients for more information.

ABOUT NYU WAGNER

New York University’s Robert F. Wagner Graduate School of Public Service prepares public service leaders to translate ideas into actions that have an effective and lasting impact. We ensure that our students learn critical analytic skills and frameworks, use New York City as a learning laboratory that can be applied anywhere in the world, and understand the distinct contexts in which they’re working.

Ranked 7th nationally among all schools of public affairs, NYU Wagner has been educating the world’s future public service leaders since 1938. We offer a Master of Public Administration in Public & Nonprofit Management & Policy, Master of Public Administration in Health Policy & Management, Master of Urban Planning, Master of Health Administration, Master of Science in Public Policy, Executive Master of Public Administration, and PhD in Public Administration.

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PROJECT SUMMARIES

MANAGEMENT

AMERICAN INSTITUTE OF ARCHITECTS

WOMEN'S LEADERSHIP AND GENDER EQUITY IN ARCHITECTURE

FACULTY: Elizabeth Larsen

CAPSTONE TEAM:
Michele Humbert,
Julissa Soriano,
Lauren Wessler, Ben Wurtzel

The American Institute of Architects (AIA) is a membership organization for licensed architects with over 90,000 members and 200 global chapters. The AIA advocates for the value of architecture and provides professional development resources to its members. Many mid-career women architects leave the profession or struggle to rise to leadership positions. As a result, the AIA enlisted a Capstone team to develop new resources and programming that will provide greater membership value to its mid-career women members. The team worked collaboratively with the AIA to put forth recommendations, which include leveraging their national conferences, web portals, educational modules, and network of component offices. The team also delivered an environmental scan of women's leadership best practices and a final report with recommendations for the AIA to implement over the next two to four years to bring greater leadership training, awareness, and support to their mid-career women members.

THE ARTHUR PROJECT

PERFORMANCE MEASUREMENT AND MANAGEMENT RECOMMENDATIONS

FACULTY: Sonia Balaram

CAPSTONE TEAM:
Matthew Kastellec,
Jamila Khan, Heather Krol, Saman Marji,
Rob Mesika

The Arthur Project seeks to end generational poverty through relationship-based learning. It transforms traditional mentoring by using professional mentors to work intensively with at-risk youth through the duration of middle school. Through its innovative model, which is based on establishing strong adult-youth relationships and a sense of belonging, The Arthur Project seeks to reframe the conversation on how best to support underserved youth. To accomplish this paradigm shift, the organization requires a comprehensive approach to measuring the strength of adult-youth relationships. Focusing on this as a fundamental differentiator to ensure short-term program effectiveness and long-term growth, funding opportunities, and impact, the Capstone team collaborated on a revised mission and theory of change, and conducted an environmental scan and literature review. From these, the team distilled recommendations for a framework and set of specific instruments for the client to implement in its performance measurement and management systems.

CHURCH OF THE HOLY APOSTLES

STREAMLINING SOUP KITCHEN OPERATIONS

FACULTY: Sonia Balaram

CAPSTONE TEAM:
Christian Hoffman,
Jessica E. Jackson,
Rachel Lucine

Holy Apostles Soup Kitchen (HASK), a nonprofit organization founded by The Church of the Holy Apostles, has become the largest emergency feeding program in New York State since its founding in 1982. HASK enlisted a Capstone team to recommend strategies for reducing waste based on guest preferences and menu planning, increasing community outreach services, and implementing a database system to streamline organizational operations. The team conducted an environmental scan of soup kitchens and food industry professionals to establish best practices within the industry and conducted surveys to identify guest preferences for food offerings and community outreach services. Utilizing the survey data, the team provided HASK with recommended strategies for achieving food waste reduction, establishing a soup kitchen-based educational initiative about healthy food choices, and instituting a tracking system using soup kitchen data to streamline efficiency.

CITIZENS' COMMITTEE FOR CHILDREN OF NEW YORK

STRATEGIES FOR ENHANCED ALUMNI ENGAGEMENT

FACULTY: Sonia Balaram

CAPSTONE TEAM:
Rachel Hamalainen,
Maren Morsch, Bryan Perlmutter, Michael Perry, Jason Spear

Founded in 1944, Citizens' Committee for Children of New York (CCC) is a nonprofit and nonpartisan child advocacy organization known for strong analytic work, community engagement, and fact-based advocacy. One of the organization's signature programs, YouthAction NYC, prepares young people for civic engagement by involving them directly in public policy and community life activities, and provides a space for connecting with others. Additionally, the program shepherds development of the participants' skills in research, public speaking, and advocacy. In an effort to better engage alumni of the program, CCC enlisted a Capstone team to create a strategy that improves upon existing engagement strategies and recommend new strategies for alumni engagement. The team conducted a literature review and environmental scan; interviewed peer organizations, CCC staff, and volunteers; and surveyed YouthAction alumni. Based on these findings, the team developed a set of recommendations to support CCC's efforts to sustain alumni engagement.

CITY-AS-SCHOOL HIGH SCHOOL

RESHAPING INTERNSHIP REGISTRATION AND MATCHING

FACULTY: Elizabeth Larsen

CAPSTONE TEAM:
Veronica Manning,
Rebecca Phanor,
Nikki Singh, Alyssa Tischler, Mariana Tvauri

City-As-School High School (CAS) is an alternative high school built on the idea that all children learn differently—some by seeing, some by hearing, others by doing. CAS allows students the freedom to create their own class schedules and select their mandatory internship placement. CAS enlisted a Capstone team to improve their class registration and internship matching process. Using a design thinking process, the team completed an internal and external assessment to develop a solid understanding of the CAS landscape. The team observed registration processes, organized focus groups with students and faculty, and developed an internship mentor survey to analyze CAS's operations. The team synthesized their findings into a final report for CAS faculty, staff, and leadership. The report includes actionable opportunities for reshaping registration—focusing on interpersonal, environmental, operational, and community-building recommendations.

NEO PHILANTHROPY

INDUSTRY SCAN OF PHILANTHROPIC INTERMEDIARIES

FACULTY: Quintin Haynes

CAPSTONE TEAM:
Margarita Calbitaza,
Suzanne Chipkin,
Rina Cohen, Ariah Dow

NEO Philanthropy (NEO) is a philanthropic intermediary committed to building strong social justice movements. NEO enlisted a Capstone team to conduct an industry scan of peer philanthropic intermediaries working to bridge the gap between funders and grassroots nonprofits. NEO seeks to establish greater transparency and awareness in the field and among peer organizations. The team developed and administered a web-based survey to more than 50 organizations to better understand the programs and services philanthropic intermediaries provide to nonprofits and funders. The team analyzed and compiled the findings into a report that will help NEO better understand its positioning in the field; assess its current operations in relation to peers; and identify areas for growth, change, and potential realignment. The findings were also shared with all survey participants to strengthen their understanding of the field overall.

NEW YORK CITY DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

ENHANCING MINORITY AND WOMEN-OWNED BUSINESS ENTERPRISE PROCUREMENT

FACULTY: Elizabeth Larsen

CAPSTONE TEAM:
David Hezghia, Tracy Jo Ingram, Alexius Marcano, Nelson Sosa

The New York City Department of Citywide Administrative Services (DCAS) is the largest government procurement body in the US, responsible for purchasing over \$1.5 billion in goods annually for the City of New York. In addition to supplying NYC's needs for all contracts over \$100,000, DCAS partners with Minority and Women-Owned Business Enterprises (M/WBEs) to ensure the reliable procurement of goods and services and support opportunities for minority and women entrepreneurs. In an effort to adhere to new state and local guidelines, DCAS has been charged with significantly increasing the value of their overall M/WBE spending. The Capstone team collaborated with DCAS to assess its existing procurement processes, analyze best practices in the field, and create a replicable model to identify commodity classes ideal for expanding M/WBE spending. The team created a case study for immediate implementation and provided recommendations and best practices for long-term change.

OPENING ACT

PROCESS EVALUATION FOR OPENING ACT'S DISTRICT 79 PROGRAM

FACULTY: Quintin Haynes

CAPSTONE TEAM:
Aurora-Marie Bamba
Terrazas, Emily
Dorsey, Daphne
Fequiere

Opening Act provides innovative, high-quality, and free theater programming to students at under-resourced NYC high schools, giving them opportunities to develop leadership, community, and commitment. In addition to its after-school programming in traditional high schools, Opening Act recently developed a new program for NYC's District 79 alternative high schools, aiming to ensure that students whose studies were interrupted stay on track for high school graduation. Opening Act engaged a Capstone team to evaluate the implementation of the new program, which is adapted from the organization's traditional approach to meet the needs of the District 79 student population and school environment. The team conducted a process evaluation involving qualitative analysis of data gathered from interviews, site visits, and program materials. The team compiled a final report with recommendations to ensure effective implementation of the District 79 program and its alignment with Opening Act's mission, values, and needs of its student participants.

VIOLENCE INTERVENTION PROGRAM

DEFINING CORE VALUES AND ORGANIZATIONAL CULTURE

FACULTY: Quintin Haynes

CAPSTONE TEAM:
Brittany Bell,
Madeleine Freidson,
Catherine Garcia

Violence Intervention Program (VIP) is a community-based nonprofit organization that helps to lead and empower Latinx survivors of domestic violence to safety by providing culturally-competent services, raising community awareness, and engaging in activism. In July 2018, VIP welcomed a new executive director. Recognizing the transition as an opportunity to assess existing procedures and define core values, VIP engaged a Capstone team to aid in this process. The team conducted a comprehensive internal and external analysis, which included administering a culture/values assessment to VIP staff, clients, and other domestic violence providers, as well as researching the current events, economic trends, and political climate affecting the landscape for providers in NYC and nationally. The team's final report encompasses key findings gathered from the research and analysis phase and provides recommendations on core values and best practices. The report will inform VIP's decision-making process going forward—enhancing its capacity to respond to future challenges.

PROJECT
SUMMARIES

FINANCE

ASIAN AMERICAN FILM LAB

FUNDRAISING ASSESSMENT AND ACTION PLAN

FACULTY: Michael Dardia

CAPSTONE TEAM:
Yujia Chang, Chen Feng, Xiaoyuan Hu, Julianna Reitz, Qi Zhang

The Asian American Film Lab (AAFL) works to promote gender and ethnic diversity in films and elevate the voices of underrepresented groups. Each year, AAFL hosts several activities that are critical to the organization's fundraising goals, including its annual gala, workshops, and a premier film festival event. AAFL enlisted a Capstone team to design a fundraising action plan to help optimize the organization's fundraising activities and identify potential alternative sources of revenue. The Capstone team conducted analyses utilizing the donor base and the competitor landscape. Additionally, the team executed a cost-benefit analysis of AAFL's existing programs. The team's final deliverable to AAFL comprises a general fundraising activities assessment, a program-oriented fundraising assessment, and an action plan for implementation.

DANCEWAVE

DEVELOPING A STRATEGIC PLAN

FACULTY: John Ceffalio

CAPSTONE TEAM:
Sofia Chrysikopoulou, Tianyi Jiang, Shihui Liu, Zheng Wang, Yijie Yin

Dancewave is a small nonprofit organization that provides dance education and studio rental in Brooklyn with the aim of promoting gender equality and community development. Dancewave recently launched its first capital project to create a new arts and community center. In preparation for this development, Dancewave enlisted a Capstone team to assist in creating a strategic plan. The team conducted a landscape competitive analysis, financial statement analysis, and organizational budget modeling. In the strategic plan delivered to Dancewave, the team included marketing and financial strategies that will best position Dancewave for successful and sustainable expansion within the organization and in partnership with its communities and stakeholders.

NAZARETH HOUSING

SURVEY AND ANALYSIS OF COMMUNITY-BASED SUPPORTIVE HOUSING NONPROFITS

FACULTY: John Ceffalio

CAPSTONE TEAM:
Lisa Hicks, Jake Neuthaler, Drishti Patel, Jon Serbin, Xingzhi Wang

Nazareth Housing is a nonprofit organization committed to promoting housing stability, helping families out of poverty, and preventing homelessness in the communities it serves. Nazareth manages several programs, including supportive housing, emergency shelter, financial coaching, and urgent needs assistance through food pantry and disaster case management programs. After three decades of serving Manhattan's Lower East Side, Nazareth underwent an expansion through a merger with Thorpe Family Residence, broadening its geographic reach into the Bronx. The organization engaged a Capstone team to research comparative organizations' financial benchmarks, program cost allocation, and administrative overhead. The team compiled insights from funders and recommended new accounting software. The results of the project aim to ensure Nazareth's ability to continue serving individuals experiencing housing and financial instability while controlling costs and securing sustainable growth.

NEW YORK CITY MAYOR'S OFFICE OF MANAGEMENT AND BUDGET

ENHANCING THE EFFICIENCY OF COMMUTER FLEET MANAGEMENT

FACULTY: Michael Dardia

CAPSTONE TEAM:
Qiuyi Li, Nick Merckling, Meng Wang, Jiayi Xie, Yuzhe Xie

The New York City Mayor's Office of Management and Budget (OMB) is NYC's chief financial agency. The OMB's Citywide Savings Unit is responsible for implementing the Citywide Savings Program, which improves the efficiency of city services. Currently, more than 2,000 commuting vehicles are heavily resourced and operating in NYC on a daily basis. The Citywide Savings Unit engaged a Capstone team to assess the cost-effectiveness of fleet reduction and make recommendations for further use of the fleet. The team analyzed data provided by the Department of Citywide Administrative Services (DCAS) to look for patterns or misuse of fleet utilization and identify opportunities for improvement in efficiency. The team also interviewed members of budget and fleet management agencies in other cities to gain insights into best practices in fleet management. The team produced a comprehensive report including a literature review, data analysis of the current fleet operation, and a proposal for future fleet use.

PLANNED PARENTHOOD OF NEW YORK CITY

DEVELOPING AN EARNED INCOME MODEL FOR PLANNED PARENTHOOD OF NEW YORK CITY

FACULTY: John Ceffalio

CAPSTONE TEAM:
Jamie Cavallo, Asma Imam, Anthia Ma, Wei Sun, Hongye Wu

Planned Parenthood of New York City (PPNYC) delivers vital reproductive health care, sex education, and information to New Yorkers. The Capstone team created an earned income model for PPNYC's Education and Training Department. Each year, the department designs and implements programming for over 25,000 youth, adults, and professionals throughout NYC. To help PPNYC disseminate its innovative and comprehensive programming, the Capstone team conducted analyses, provided recommendations, and developed revenue generation models for five programs that focus on organizational capacity building, training, and sex education for youth, parents, and other adults. Equipping the Education and Training Department with financial models and revenue generation plans will enable PPNYC to support underfunded initiatives and further efforts to provide inclusive, comprehensive sexual and reproductive health education and training programs.

ARBOR BROTHERS

EXAMINING COST STRUCTURES FOR SINGLE SERVICE, NONPROFIT ORGANIZATIONS IN NYC

FACULTY: Meridith Seife

CAPSTONE TEAM:
Preston Dula, José A. Lora, Genevieve McCabe

Arbor Brothers is a grantmaking organization that provides financial support and consulting services to organizations in their early stages of implementation. Arbor Brothers enlisted a Capstone team to research the existence of economies of scale in the nonprofit sector, with the aim of determining whether nonprofit organizations can expect the cost of their outputs to decrease as their size increases. Through surveys, online data collection, and interviews with key stakeholders, the team examined whether evidence of economies of scale can be found in the changing costs of nonprofit organizations providing a single service in NYC over time. The team produced a final report that shows little evidence of economies of scale at work in the organizations examined. Arbor Brothers plans to share the team's report with its clients.

CITY OF HOBOKEN

DEVELOPING SMART CITY INITIATIVES TO DRIVE LOCAL GOVERNMENT OUTCOMES

FACULTY: Kevin Hansen

CAPSTONE TEAM:
Alexandra Black, Annie Gurvis, Charlotte Hough, Stephanie Silkowski

Hoboken, New Jersey is a compact city of 55,000 people located directly across the Hudson River from NYC. The City of Hoboken's municipal leadership enlisted a Capstone team to support the identification and incorporation of cutting-edge smart city technologies and innovative strategies to improve internal systems management and public service delivery. The team analyzed the city's existing conditions, local priorities, and smart city opportunities by preparing a literature review of different smart city initiatives, reviewing community plans and municipal documents, conducting stakeholder interviews, and leading a workshop with key city officials and managers. In addition to identifying potential future smart city initiatives, the team recommended and provided an implementation plan for a data management system that has the potential to streamline internal government operations and lay the foundation for future smart city initiatives, local service improvements, and increased government transparency.

HER JUSTICE

NAVIGATING THE NYC CHILD SUPPORT SYSTEM

FACULTY: Meridith

Seife

CAPSTONE TEAM:

Mili Chapado,
Jennifer Kaizer,
Lorellie
Kampschnieder

Her Justice is a nonprofit organization that provides free legal services to low-income women in NYC by recruiting and mentoring volunteer lawyers in family, divorce, and immigration law cases. Child support cases are among the most common in NYC Family Court; however, the process is not transparent. Her Justice enlisted a Capstone team to track the process for custodial parents seeking to obtain child support, identify the most prevalent challenges in navigating the system, and recommend resources to make the system more navigable for both clients and lawyers. The team conducted interviews to develop a deeper understanding of the child support system and identify points of confusion in the process. In their culminating report, the team outlined the process from start to finish, identified common challenges faced by clients, and highlighted potential improvements. The team's research will inform the development of a visual guide highlighting the intricacies of the child support system, as well as other future resources.

INSTITUTE FOR POLICY INTEGRITY AT NYU SCHOOL OF LAW

DESIGNING OPTIMAL GRANDFATHERING PROVISIONS IN A REGULATORY CONTEXT

FACULTY: Kevin

Hansen

CAPSTONE TEAM:

Jacqueline Cafasso,
Hasanthi Piyasena,
Iziah Thompson

The Institute for Policy Integrity at NYU School of Law is a nonpartisan think tank working to deliver economic and legal analysis in support of optimal policy implementation across many environmental issues. Policies and regulatory actions often include grandfathering clauses that either partly or fully exempt certain entities from complying with new regulations for a period of time. Due to the limited research available on the designs and impacts of grandfathering provisions, the Institute engaged a Capstone team to study their implementation and use across sectors. The team performed an extensive literature review, creating an informal database of grandfathering provisions for the Institute that captures differences in grandfathering features. The team utilized the database to develop proposed measures for classifying and evaluating the impacts of different grandfathering provisions, laying the foundation for a new avenue of scholarly work by the Institute and improved design of future regulations.

NEW YORK CITY DEPARTMENT OF CONSUMER AFFAIRS

PROMOTING FREE TAX PREPARATION SERVICES TO LOW- AND MID-INCOME FILERS

FACULTY: Kevin Hansen

CAPSTONE TEAM:
Mona Saghri,
Amanda Trepel,
Crystal Tsoi

The New York City Department of Consumer Affairs' Office of Financial Empowerment (OFE) is a local government initiative aimed at helping low-income individuals build assets and maximize their financial resources. Through OFE's NYC Free Tax Prep program, many low- and mid-income New Yorkers are eligible to receive free tax preparation services, but most still utilize paid tax preparers. OFE engaged a Capstone team to analyze the local tax preparation marketplace. The team collected and analyzed primary data, including a consumer survey, interviews with subject matter experts and community stakeholders, and a review of paid tax preparer businesses and advertisements. The team produced a report that analyzes the factors leading eligible filers to pay for tax preparation and offers programmatic and policy recommendations for improving NYC Free Tax Prep's promotion and utilization.

NEW YORK CITY HUMAN RESOURCES ADMINISTRATION

IMPROVING ENGAGEMENT IN CHILD SUPPORT DEBT REDUCTION PROGRAMS

FACULTY: Meridith Seife

CAPSTONE TEAM:
Marina Herrmann,
Waheera H. Mardah,
Yesenia Gomez
Martinez, Andrea
Minor

The New York City Human Resources Administration's Office of Child Support Services (OCSS) lifts tens of thousands of NYC children out of poverty every year. OCSS serves parents and guardians regardless of their income or immigration status. OCSS has implemented several debt reduction programs to prevent and reduce child support debt accumulation by low-income noncustodial parents. However, its biggest challenge is low program participation, with an estimated tens of thousands of eligible noncustodial parents not engaging. Tasked with offering tangible solutions to increase engagement, the Capstone team created and administered a qualitative analysis to fully understand the issues and barriers noncustodial parents face. The analysis included an extensive literature review and interviews with noncustodial parents and various stakeholders—including debt reduction program service providers and community-based organization leaders. The team compiled a final report with recommendations that include a framework for increasing participation in OCSS debt reduction programs.

ADVOCACY & POLITICAL ACTION

CENTER FOR POPULAR DEMOCRACY

DEVELOPING A COMMUNITY ENGAGEMENT MODEL FOR THE REDISTRICTING PROCESS

FACULTY: Geoff Berman

CAPSTONE TEAM:
Meagan Beckmeyer,
Rachel Flaherty,
Adria Orr, Julio
Rivera, Clara
Wheatley-Schaller

The Center for Popular Democracy (CPD) is a national organization that promotes equity, opportunity, and a robust democracy by partnering with grassroots organizations to build community power and transform the state and local policy landscape. The Voting Rights and Democracy Program at CPD seeks to expand participation in democracy by defending democratic infrastructure and driving proactive changes such as redistricting reform. As part of that reform, CPD believes in the need for community engagement to ensure that congressional, state, and local districts fairly represent communities. CPD enlisted a Capstone team to conduct an analysis and review of redistricting efforts in 2011 in Minnesota and Virginia—two states that have experimented with efforts to involve individuals and communities in the process. Through research and stakeholder interviews, the team identified lessons learned and developed best practices to create a model for engaging communities in the redistricting process.

DAY ONE

A ROADMAP TO HEALTHY RELATIONSHIPS AND CONSENT EDUCATION IN NEW YORK STATE

FACULTY: Geoff Berman

CAPSTONE TEAM:
Anna Sammons,
Cristina da Silva,
Edin Thornton,
Michelle Winowatan

Day One is a youth-focused nonprofit organization working to end dating abuse and domestic violence in New York State (NYS) through community education, supportive services, legal advocacy, and leadership development. NYS ranks highest in the US for high school students who have experienced dating violence and falls behind 22 states in passing legislation on healthy relationships education or dating abuse prevention. Day One engaged a Capstone team to assist in the research and development of a roadmap to healthy relationships and consent education in NYS. Initially, the team delivered a report containing public opinion research, case analyses of legislation and lessons learned, and analysis of the current political landscape in NYS. Midway through the project, Governor Cuomo unveiled the 2019 Women's Justice Agenda—a comprehensive set of proposals including healthy relationships education for middle and high schoolers. With this momentum, the team pivoted from research to creating advocacy tools for the new bills, which will help Day One and its coalition advance their policy goal.

WOMEN'S MARCH

CREATING A FEDERAL POLICY AGENDA AND LOCAL POLICY GUIDE TO SUSTAIN A MOVEMENT

FACULTY: Geoff Berman

CAPSTONE TEAM:
Katie Hayden,
Cameron King, Lucas Fernando Lopes,
Becca Miller, Renee van Amburgh

The Women's March is a movement-based organization that seeks to harness the political power of diverse women and their communities to create transformative social change. The Women's March enlisted a Capstone team to build an infrastructure for the transition from a primarily mobilization organization to a sustainable movement-building organization with a concrete policy agenda. Tasked with creating an intersectional feminist federal policy agenda and a local policy guide, the team convened over fifty movement leaders from across the country to craft 24 federal policies that will guide the Women's March objectives over the next two years. The team also conducted a crowdsourcing process to compile a compendium of case studies highlighting the strategies, tactics, and campaigns of local chapters. The team's deliverables took the form of the 2019 Women's Agenda and the 2019 Women's March Local Policy Guide.

SOCIAL IMPACT, INNOVATION & INVESTMENT

CITI VENTURES

DESIGNING A PUBLIC-PRIVATE PARTNERSHIP FRAMEWORK FOR 21ST CENTURY WORKFORCE DEVELOPMENT

FACULTY: Sabine Toussaint

CAPSTONE TEAM:
Natalie Epelman,
Adam Gleicher,
Ikechi Nwankwo,
Spencer Schloss

Citi Ventures is the innovation and venture capital team of Citigroup, a multinational investment banking and financial services corporation. Citi Ventures employs a discovery mindset to bring forth new ideas by exploring the startup landscape and engaging in strategic investments and partnerships regardless of the lifecycle stage. Citi Ventures acknowledges that, as times change and the workforce moves towards technology-centered careers, automation will leave many individuals unemployed. Citi Ventures hopes to facilitate career change, promote workforce development, and equip affected individuals with the tools and resources to gain new skills. Citi Ventures enlisted a Capstone team to conduct a landscape analysis of public-private partnerships that support workforce development. The team delivered a final report and presentation, which include frameworks for partnerships, personas that will benefit from these partnerships, and recommended opportunities for Citigroup's subsidiaries to encourage workforce development.

CITI VENTURES

RESEARCHING MUNICIPAL POLICIES AFFECTING WOMEN AND MINORITY BUSINESS OWNERS

FACULTY: Alexandra Ruiz

CAPSTONE TEAM:
Eliza French, Nipho Msibi, Tyler Stone, Cecilia Vales

Citi Ventures is the innovation and venture capital team of Citigroup, a multinational investment banking and financial services corporation. Their clients include small business owners and entrepreneurs across the US, particularly women and minorities, who operate in a complex and often challenging policy environment. Citi Ventures seeks to deepen its understanding of this environment to better address inequitable funding gaps in the market, with the ultimate goal of developing innovative financial products and services for these clients. Citi Ventures engaged a Capstone team to research municipal policies on women and minority business ownership and entrepreneurship, including interview and survey research in Columbus, OH; Miami, FL; Minneapolis, MN; New York, NY; and Washington, DC. The team produced a report and presentation helping Citi Ventures understand the policy framework surrounding urban small business owners and entrepreneurs and identify opportunities to provide new financial solutions to meet these clients' needs.

CONECTAMOS

MENTORSHIP FOR SOCIAL ENTREPRENEURS IN LATIN AMERICA

FACULTY: Miriam Altman

CAPSTONE TEAM:
Gabriela Carrasco, Andrew D'Amico, Priya Ghosh, Luz Mila Lancheros, Tom Miller

Social entrepreneurship is emerging in Latin America to address some of the region's most pressing problems. Many social enterprises in Latin America lack the networks and capabilities to obtain the funding needed to sustain and scale their businesses. Conectamos, created by a Capstone team, is a nonprofit organization designed to help social enterprises achieve sustainable, scalable impact and financial results by connecting them with experienced mentors and impact investors. To better understand the struggles of social entrepreneurs in Latin America, the team conducted field research in Chile and Colombia, administering over 90 customer discovery interviews with social entrepreneurs, impact investors, and academics. The team's research showed that successful social entrepreneurs possess extensive networks, while those struggling with fundraising lack valuable industry connections. In response, the team developed a service that helps social entrepreneurs expand their networks through tailored connections with mentors and potential investors. Beginning with select interview subjects, Conectamos will advise social enterprises on how to build their businesses and garner sufficient investment.

CONFLUENCE PHILANTHROPY

STRATEGIC DIRECTION IN MISSION-RELATED INVESTING

FACULTY: Alexandra Ruiz

CAPSTONE TEAM:
Seth Abramson,
Rose Harvey, Dana Schneider, Marisa Siroka

Confluence Philanthropy advances mission-aligned investing by supporting a community of 200 foundations, families, individual donors, and investment advisors committed to moving philanthropic assets towards mission-related investments. Confluence encourages collaboration, resource sharing, and leadership development across its membership by convening members and offering them technical assistance, resources, and educational programming. Approaching its 10-year anniversary, Confluence has reached a pivotal moment characterized by a growing membership and broader interest in the field of mission-related investing. To ensure that its strategic direction is informed by its members, Confluence engaged a Capstone team to perform a membership assessment. The team developed assessment tools, including three interview guides and two surveys designed with a focus on three research areas: membership composition, programmatic focus, and business model. The team conducted member interviews, administered the surveys, and synthesized and analyzed the data to discover key findings. The team's recommendations provide guidance on how to incorporate members' insights into strategic actions that strengthen the organization.

CUBANTERO: CONNECTING CUBAN ENTREPRENEURS WITH THE WORLD

MENTORSHIP FOR CUBAN ENTREPRENEURS

FACULTY: Miriam Altman

CAPSTONE TEAM:
Gideon Feit, Sophia Heinke, Sophie Hu, Zachary Karson

Cubans seek to build better lives by launching private ventures; however, the resources available to them do not enable them to succeed. While intensive general business training programs exist, entrepreneurs do not receive the necessary, subsequent attention and support. A Capstone team created Cubantero to provide Cuban entrepreneurs with the skills, knowledge, and encouragement to achieve their entrepreneurial goals by connecting them with mentors all over the world. The Cubantero team conducted a literature review, competitive and landscape analyses, and nearly 100 customer discovery interviews with entrepreneurs and stakeholders during fieldwork in Cuba. Based on the research findings, Cubantero will pilot a program that provides one-on-one mentorship opportunities for ten entrepreneurs. Learnings from the pilot will then inform plans for scaling Cubantero's mentorship activities and launching additional support services for Cuban businesses.

ESUSU FINANCIAL

EVALUATING THE IMPACT OF A FINANCIAL LITERACY INTERVENTION

FACULTY: Sabine

Toussaint

CAPSTONE TEAM:

Abdulrazakh

Abdirahman,

Charles Bowles,

Jackie Fishman,

Hunter Johansson,

Royce Nitta

Esusu Financial is a financial technology company that provides digital tools and services designed to help people become financially literate and resilient. Esusu engaged a Capstone team to evaluate the effectiveness of its pilot financial literacy program at the University of Minnesota, which consists of several workshops for students on financial literacy, credit building, and job readiness. The team administered pre- and post-test assessments to program participants to gauge the effectiveness of the program. The team utilized SPSS software to evaluate the statistical significance of the program intervention and synthesized the results in an academic white paper. The team further provided Esusu with a comprehensive pitch deck outlining recommendations for improving the program and scaling its impact. Esusu plans to use this tool to guide its growth, develop new partnerships with other universities, and ultimately work towards a financially equitable world.

FIRST, LISTEN

HEALING PLATFORM AND COMMUNITY FOR CAMPUS SEXUAL ASSAULT SURVIVORS

FACULTY: Miriam

Altman

CAPSTONE TEAM:

Meryl Friedman,

Emily Hirsch, Lydia

Miller

One in five women and one in 16 men are sexually assaulted while in college in the US. With limited access to campus counseling services, many survivors remain silent or share the experience with someone who is not equipped to support them. In response, a Capstone team created First, Listen to connect recent campus sexual assault survivors with tools to drive their healing process. The First, Listen team conducted extensive interviews with industry leaders, students, and survivors, discovering that one of the most important moments following a sexual assault is a survivor's verbal or written acknowledgement of their trauma. Survivors can use First, Listen's anonymous website platform to either speak to trained peers with shared experiences and identities, or write about their experience through guided documentation technology. First, Listen will train campus "first listeners" through a trauma-informed, survivor-built curriculum to support survivors, help them develop coping and advocacy skills, and begin to heal.

NYU ENTREPRENEURIAL INSTITUTE

TEACHING RESPONSIBLE ENTREPRENEURSHIP FOR STARTUPS

FACULTY: Sabine Toussaint

CAPSTONE TEAM:
Sule Dede karginoglu,
Yuxuan Deng,
Yunting Feng, Erin
Pierson, Carolyn
Starke

The NYU Entrepreneurial Institute (eLab) helps launch startups by leading university-wide initiatives and commercializing technology created by NYU's 60,000 students, faculty, and researchers. In its efforts to expand and enhance its curriculum, the eLab enlisted a Capstone team to produce a roadmap for introducing, integrating, and implementing ethical considerations into its curriculum and teaching ethically responsible entrepreneurship. The team conducted 40 interviews within and outside of NYU to inform their knowledge of the field. The team used its findings to identify five key issue areas and develop scenario-based resources for the eLab to integrate into its curriculum. These resources comprise four mini cases covering topics related to responsible entrepreneurship—including transparency, organizational structure and culture, core value alignment, and partnership alignment. The team also hosted a roundtable discussion at the NYU Entrepreneurship Festival on alignment on core values, sustainable methods for values through growth, and accountability in the long term.

THIRD SECTOR CAPITAL PARTNERS

APPLYING AND ANALYZING AN IMPACT FRAMEWORK

FACULTY: Alexandra Ruiz

CAPSTONE TEAM:
Christopher Blackett,
Samantha Creath,
Erika Flores, Ally
Kwak, Chloe
McKenzie

Third Sector Capital Partners (TSCP) is a leading advisory firm in the field of pay for success and outcomes-oriented contracting. TSCP researched, analyzed, and constructed a comprehensive impact framework to better assess its impact on clients and the broader field in which its clients operate. TSCP engaged a Capstone team to apply the framework to its portfolio of projects, design a process for its future application, analyze the results, and provide recommendations. The team interviewed stakeholders—both internal and external—on over two dozen projects, collecting qualitative information from payers, funders, implementers, evaluators, and TSCP employees. The team synthesized the results of the framework assessment into a report for TSCP and its board of directors. The report includes observations on TSCP's impact and work, as well as recommendations for service offerings and process implementation.

UNETRICS

MEASURING THE IMPACT PERFORMANCE OF SOCIAL ENTERPRISES

FACULTY: Miriam Altman

CAPSTONE TEAM:
Heather McGee
Teodoro, Helen
Sacco, Daniel
Vitaletti

Within the world of social impact, funding decisions are increasingly based on an enterprise's ability to demonstrate that it has created meaningful impact for the people, planet, and communities it intends to serve. At present, 76 percent of impact investment firms worldwide set impact targets and measure performance on some or all of their investments. However, impact measurement remains a critical pain point for the industry. In response to this need, a Capstone team is developing a technology solution to help investors and social enterprises more effectively collect, measure, and report out impact performance data to key stakeholders. Unetrics is a web-based application designed for impact investors and social enterprises that will streamline data collection, simplify impact metric selection, automate impact analysis and projections, and provide real-time performance data.

HEALTH MANAGEMENT, FINANCE & POLICY

ALBERT EINSTEIN COLLEGE OF MEDICINE

ADVISING ON THE IMPLEMENTATION OF A UNIQUE
ACCOUNTABLE CARE ORGANIZATION

FACULTY: Brian
David

CAPSTONE TEAM:
Abe Ralph Emile,
Martin Eric Hinds,
Rachel Moldauer,
Johana Peña, Selina
Shen

The Rose F. Kennedy Children's Evaluation and Rehabilitation Center (RFK CERC) is an Albert Einstein College of Medicine-operated service program that provides health resources for children and adults with intellectual and developmental disabilities (IDDS). Amid a fragmented US healthcare system and rising healthcare spending, the Centers for Medicare and Medicaid Services is seeking to transform delivery and payments from a volume- to a value-based system. RFK CERC enlisted a Capstone team to conduct a case study of one specialty accountable care organization (ACO), the Alliance for Integrated Care of New York (AICNY), which is the first ACO in New York State that provides coordinated care for populations with IDDS. The team performed semi-structured interviews with key stakeholders and independent research on the nationwide pilot program. The team's final report represents the first study of an IDD-specialty ACO, providing a comprehensive analysis of AICNY's performance and recommendations for an ACO implementation at the children's center.

ALBERT EINSTEIN COLLEGE OF MEDICINE

INFORMING THE STRATEGIC PLANNING PROCESS OF A CHILDCARE CENTER

FACULTY: Regina Gurvich

CAPSTONE TEAM:
Thomas Agresta,
Jocelyn Howard,
Felicia Owusu, Indira Singh, Julia Zhu

The Rose F. Kennedy Children's Evaluation and Rehabilitation Center (RFK CERC) is an Albert Einstein College of Medicine-operated clinical program that provides comprehensive care to children and adults with developmental disabilities. RFK CERC engaged a Capstone team to explore the development of an early childcare center. The team examined integrated childcare models, which provide for the care of all children in the same room, regardless of physical and language ability. The team also researched multiple funding streams to support and sustain a future program. The team interviewed various subject matter experts and conducted a literature review to learn more about integrated models. Utilizing their findings, the team designed and administered a survey for the RFK CERC patient population and Einstein staff, which provides information on demographics, the need for childcare services, and barriers to accessing childcare services. The team's final report provides recommendations and informs RFK CERC's development of a childcare center.

ALBERT EINSTEIN COLLEGE OF MEDICINE

STRENGTHENING PARTNERSHIPS BETWEEN PRIMARY CARE CLINICS AND COMMUNITY-BASED ORGANIZATIONS

FACULTY: Rona Affoumado

CAPSTONE TEAM:
Georgia Conley,
Tiffany Flemming,
Erica Goldstein,
Anita Malhotra

The Department of Family and Social Medicine (DFSM) at Montefiore Medical Center, the university hospital for Albert Einstein College of Medicine, serves a diverse patient population in the Bronx with complex socioeconomic needs. The department places a strong emphasis on providing a holistic approach in its delivery of primary care services by taking into account the psychosocial context of health. The two primary care clinics within DFSM work with community-based organizations (CBOs) to provide comprehensive care to the community. However, barriers exist to such partnerships, including lack of communication systems and understanding of respective needs. DFSM enlisted a Capstone team to explore challenges to achieving successful partnerships between primary care clinics and CBOs and provide recommendations for strengthening them. The team performed a literature review and conducted interviews with key stakeholders at the two primary care clinics and four select CBOs. The team presented DFSM a report including its findings, recommendations, and a tool to improve communication and enhance partnerships.

INSTITUTE FOR COMMUNITY LIVING

DELIVERING INTEGRATED CARE IN A NEW SUPPORTIVE HOUSING RESIDENCE

FACULTY: Brian

David

CAPSTONE TEAM:

Xiaoxi Chelsea Gu,
Alexander Morse,
Brendan Proper,
Alexandra Selitsky,
Joyce Yan

The Institute for Community Living (ICL) is a New York-based nonprofit human services agency offering residential assistance, clinical treatment, and family support to people with severe disabilities and in situational crises. As part of the Empire State Supportive Housing Initiative, ICL is building a new supportive housing residence in Downtown Brooklyn to serve low-income individuals and people with mental illness. ICL engaged a Capstone team to assess the needs of these populations in order to deliver integrated comprehensive care designed to improve the wellbeing, recovery, and community participation of its residents. The team performed a literature review on services and programs tailored to assist these populations, and surveyed and interviewed current ICL tenants to better understand their needs. The team's final report outlined the findings of their research and provided ICL with recommendations for best practices and services needed for developing successful mixed-use supportive housing and community integration in Downtown Brooklyn.

THE NEW YORK ACADEMY OF MEDICINE

UNDERSTANDING HEALTHCARE CONSTITUENCIES
FOR DEEPER ENGAGEMENT

FACULTY: Rona

Affoumado

CAPSTONE TEAM:

Sanah Choudhary,
Clara Fadina, Micheal
Hamilton, Ashley
Johnson, Celliphia
Joseph, Mark
Negron

Established in 1847, the New York Academy of Medicine (NYAM) is a nonprofit organization dedicated to identifying and addressing socioeconomic barriers to healthy lifestyles and health equity. Comprised of over 2,000 healthcare experts, NYAM's professional network includes change agents working toward equitable access to healthcare through research, policy, and healthcare delivery. NYAM has recently implemented organizational and cultural changes to better serve its community. As its mission shifts to provide programming for a global audience, the organization has a greater need to understand the populations it currently serves. NYAM tasked a Capstone team with aggregating membership data, marketing metrics, and data obtained from constituent surveys in order to identify and describe NYAM's key demographics and personas. The team used these findings to increase NYAM's social media presence and engagement in an effort to grow its audience.

NEW YORK CITY DEPARTMENT OF HEALTH AND MENTAL HYGIENE

ANALYSIS OF HOSPITAL-BASED VIOLENCE INTERVENTION PROGRAMS

FACULTY: Brian

David

CAPSTONE TEAM:

Bohree Kim, Adrian
Giovanni Medina,
Seth Ramjit Narine,
Sarah Nusbaum,
Sarah Torosyan

The New York City Department of Health and Mental Hygiene (DOHMH) aims to protect and promote the health of all NYC residents. DOHMH supports Kings County Hospital, an NYC public hospital, in delivering a nationally-recognized hospital-based violence intervention program (HVIP) called Cure Violence. In working directly with youth and mobilizing community awareness, Cure Violence aims to stop the spread of violence among high-risk youth and change behavior and norms that reinforce violence by identifying and resolving conflicts before they escalate. DOHMH enlisted a Capstone team to understand the program's efficacy, as well as strengthen and sustainably scale the program across NYC in accordance with community need. The team created a logic model, a process evaluation, a framework to assess the program's costs and benefits, and recommendations for payer mix models. Additionally, the team conducted a comprehensive literature review on the best practices, costs, and benefits of HVIPs around the country.

NEW YORK CITY DEPARTMENT OF HEALTH AND MENTAL HYGIENE

EVALUATING THE IMPLEMENTATION AND CULTURAL APPROPRIATENESS OF A PARENTING SUPPORT PROGRAM

FACULTY: Rona
Affoumado**CAPSTONE TEAM:**

Rituparna Ganguly,
Habibatou Kesselly,
Renee McKain, Rosi
Setyo Nugroho

The New York City Department of Health and Mental Hygiene (DOHMH) aims to protect and promote the health of all NYC residents. Addressing health inequities and achieving racial justice is the foundation of DOHMH's public health approach. The Bureau of Children, Youth, and Families within DOHMH recently piloted a parenting support program geared toward addressing disruptive or harmful behavior in children. DOHMH engaged a Capstone team to evaluate the implementation of the pilot program and assess its cultural appropriateness to the multicultural and urban population of NYC. The team conducted a statistical analysis of mental health practitioner survey data and conducted six focus group discussions with 38 practitioners to gain insights on their experience with the program thus far. The final report includes practitioners' critiques and suggestions for program improvement and the team's recommendations for additional support for practitioners, cultural competency training, and partner coordination.

NYU LANGONE ORTHOPEDIC HOSPITAL

RECOMMENDATIONS FOR IMPLEMENTING NEW OPIOID PRESCRIBING GUIDELINES

FACULTY: Regina Gurvich

CAPSTONE TEAM:
Austin Tuffour
Fremppong, Aashna Jain, Alyssa Potolsky, Maria Tarallo, Wei Zeng

NYU Langone Orthopedic Hospital (NYU LOH) has a distinguished tradition of medical innovation and is recognized nationally and internationally as a leader in patient care, education, and research. With recent changes to state and federal laws governing opioid prescription, NYU LOH initiated an in-depth review of its related clinical treatment protocols. Following a year-long analysis of division-level patterns, which were undertaken as part of a quality improvement initiative mandated by New York State, NYU LOH implemented new treatment protocols targeting opioid prescribing trends. The Capstone team evaluated the changes in prescribing patterns for each of NYU LOH's divisions, procedures, and providers; analyzed twelve months' worth of prescribing data—both pre- and post-protocol implementation; and conducted an extensive literature review. The team provided NYU LOH recommended strategies for aligning treatment processes and further updates to clinical treatment protocols.

STATIONMD

COMPARATIVE MARKET ANALYSIS FOR EXPANSION

FACULTY: Regina Gurvich

CAPSTONE TEAM:
Amanda Arnone, Ada Rubin, Sara Snowden, Ziyi Zhuo

StationMD is an innovative telemedicine startup founded by board-certified emergency medicine physicians. StationMD physicians seek to reduce avoidable hospital utilization in vulnerable populations by conducting examinations in patients' homes or residence facilities using sophisticated video-conferencing and diagnostic technology. The focus is on treatment of intellectually and/or developmentally disabled and nursing home populations that are historically at higher risk for avoidable emergency department visits and hospitalizations. StationMD engaged a Capstone team to help expand its footprint into new geographic regions across the US. The team performed a comparative state-by-state analysis of regulatory policies and market-share competitors and conducted research on physician licensing requirements, e-prescribing, and parity laws. The team provided empirical recommendations on potential expansion, including a weighted ranking system and dashboard indicating StationMD's optimal path to expansion.

URBAN PLANNING

BRONX COMMUNITY COLLEGE FOUNDATION

RECOMMENDING STRATEGIES FOR THE REPURPOSING OF GOULD MEMORIAL LIBRARY

FACULTY: Sarah Kaufman

CAPSTONE TEAM:

Sarah Aita, Julie Elliot, Emmily De Los Santos, Rich Wilkinson, Catherine Zinnel

Bronx Community College is a community college within the City University of New York system. The Bronx Community College Foundation (BCC Foundation) provides support for scholarships, research, and program development at the college. Gould Memorial Library (GML), located on the Bronx campus, is a nationally-designated landmark in need of renovation and a revitalized use. BCC Foundation enlisted a Capstone team to explore an optimal use for the building, taking into account the needs of the surrounding Bronx community. The team assessed existing conditions; researched repurposing efforts of other institutions with designated landmarked facilities; developed a stakeholder map of students, government, businesses, and nonprofits; designed and executed a student survey; facilitated a stakeholder symposium; and interviewed other stakeholders. The team presented a final report incorporating their research findings, analysis, summary of the stakeholder symposium and engagement, and proposed reuse recommendations for GML.

BROOKLYN COMMUNITY BOARD 7

HOUSING IN SUNSET PARK: A COMMUNITY-ORIENTED 10-YEAR PLAN

FACULTY: Michael Keane

CAPSTONE TEAM:
Horace Greene, Finn Greenspan, Abigail Juaner

Brooklyn Community Board 7 (CB7) is a local, autonomous NYC agency that facilitates citizen participation within the Sunset Park and Windsor Terrace communities. In Sunset Park, increasing income inequality and a tightening housing market have resulted in the continued depletion of the affordable housing stock and the displacement of longtime residents. CB7 engaged a Capstone team to assess the current housing environment and develop recommendations to guide future housing and land use decisions in the district. The team analyzed the existing conditions and housing trends in the neighborhood, engaged stakeholders, reviewed legal and financial frameworks, and evaluated best practices. The team presented a final report analyzing neighborhood trends and stakeholder engagement and proposing recommendations to guide affordable housing preservation, development, and land use decisions subject to public review.

DETROIT ECONOMIC GROWTH CORPORATION

REIMAGINING PARKING FOR FUTURE ECONOMIC DEVELOPMENT

FACULTY: Michael Keane

CAPSTONE TEAM:
Brittany Delores Claybrooks, Zachary N. Cohen, Zainab AlMansour

The Detroit Economic Growth Corporation (DEGC) is Detroit's leading economic development organization. Through public and private sector collaborations, DEGC designs and implements innovative solutions that create jobs and advance the city's economy. DEGC engaged a Capstone team to explore the role that parking can play in spurring economic development within three prominent commercial corridors. Specifically, DEGC sought recommendations to revise the city's required parking ratios and outline interventions to maximize the efficiency of existing on-street and off-street parking. The team surveyed local businesses, reviewed existing conditions, and analyzed comparable case studies to develop recommendations for facilitating business development. The team found that certain open space and parking areas are underutilized and that several design and traffic interventions could better leverage existing assets in each corridor. The team developed a toolkit that will enable DEGC to reimagine the role of parking in Detroit's commercial districts and tie these strategies to economic development opportunities.

NEW YORK CITY DEPARTMENT OF TRANSPORTATION

DEVELOPING A MODEL FOR BICYCLE RIDERSHIP

FACULTY: Sarah Kaufman

CAPSTONE TEAM:

Bill Harrison,
Nicole Murdoch,
Rohan Rao, Jordan
Ruggieri, Alexander
Sigrist

The New York City Department of Transportation (DOT) provides for the safe, efficient, and environmentally responsible movement of people and goods in NYC. DOT is the agency tasked with controlling NYC streets and developing infrastructure for and defending the safety of cyclists. DOT engaged a Capstone team to determine significant variables that affect bicycle ridership and to develop a model that can accurately predict the number of cyclists in any street segment across four contiguous community districts in Queens and Brooklyn. By using statistical analysis to combine DOT's existing data with NYC open data, the team identified significant physical and social factors that influence how many riders are seen on each street. The team used these factors to predict ridership across the study area. The team's research culminated in a report identifying the important variables and providing recommendations for how to scale the model to larger study areas and make it more comprehensive.

NEW YORK CITY TRANSIT

TRANSITIONING TO AN ELECTRIC BUS FLEET

FACULTY: Sarah Kaufman

CAPSTONE TEAM:
Gloria Campbell,
Lindsey Frey, David
Frick, Caroline
Lovaglio, Philip
Miatkowski

MTA New York City Transit (NYCT) is the largest public transportation agency in North America and one of the largest in the world. The bus system in NYC has the highest ridership in the US, moving 2.4 million people a day. Per NYCT's Fast Forward Plan, the agency has set the ambitious goal of converting its entire bus fleet to electric vehicles by 2040, starting with a 60-bus pilot in 2019. NYCT engaged a Capstone team to investigate the impacts and challenges of this transition, with an emphasis on determining the infrastructure and operational requirements at the bus depot level. The team assessed existing conditions, researched case studies and best practices, conducted site visits of bus depot facilities, and analyzed bus route schedule data. The team recommended depots and routes for initial electric bus deployments, ultimately proposing a scalable transition strategy for the conversion of all depots to accommodate electric buses and charging mechanisms.

OFFICE OF THE BROOKLYN BOROUGH PRESIDENT

UTICA AVENUE CORRIDOR STUDY FOLLOWING EXTENSION OF SUBWAY LINE 4

FACULTY: Michael Keane

CAPSTONE TEAM:

Samuel Cutler
Bernstein, Anne
Sophie Kiepe,
Andrew Mitchell,
Kahinee Shah

The Office of the Brooklyn Borough President (OBBP) is an NYC Charter-mandated agency with purview over land use decision making, capital budget allocations, and legislative and budgetary oversight. In 2015, NYC's OneNYC plan for resilience, equity, and sustainability called for a subway line extension down Utica Avenue. OBBP identified the corridor as a potential study area for transit-oriented development (TOD) and economic development opportunities. OBBP enlisted a Capstone team to identify the viability of high-density TOD and further economic development impacts on the community surrounding Utica Avenue as a result of expanding the subway along the corridor. Through census data analysis and literature review, the team assessed the existing conditions, researched best practices for TOD and subway extensions, and analyzed outcomes from a community visioning workshop. The team presented a feasibility report, which streamlines the vision and objectives through economic impact analysis, cost-benefit analysis, and TOD opportunities along the corridor.

INTERNATIONAL MANAGEMENT, FINANCE & POLICY

ABDULLA AL GHURAIR FOUNDATION FOR EDUCATION

EMPLOYMENT OPPORTUNITIES FOR SYRIAN AND PALESTINIAN
REFUGEES IN JORDAN

FACULTY: Natasha
Iskander

CAPSTONE TEAM:
Lily Chan, Mo
Kantner

The Abdulla Al Ghurair Foundation for Education provides underserved, high-achieving Arab students with the support and skills training they need to thrive. The Foundation enlisted a Capstone team to better understand the employment regulations, trends, and prospects of Syrian and Palestinian refugees in Jordan. The team conducted an analysis of the legal context, economic factors, and challenges and opportunities for employment. The team also collected data through field research, focus groups with refugee communities, and on-site interviews in Jordan with refugee-serving organizations and government agencies. Preliminary research results show an uncertain landscape, with some promise for certain occupations and tactics for legal employment. The team issued policy recommendations that will inform the work of the Foundation's Refugee Education Fund, ensuring that the types of educational programs it seeks to fund at the secondary, vocational, and tertiary education levels in Jordan can lead to formal employment opportunities and sustainable livelihoods for refugees.

EK KADAM AUR (ONE STEP AHEAD)

EVALUATING THE IMPACT OF THE VIRTUAL CLASSROOM PROGRAM

FACULTY: Liz

Goldenberg

CAPSTONE TEAM:

Ryoko Hirose,
Glenda Kee, Mariel
Palomino

Ek Kadam Aur, Hindi for “One Step Ahead,” is a nonprofit organization that works to help underprivileged children lead successful and productive lives, with a particular focus on health and education. One primary initiative of Ek Kadam Aur is a virtual classroom program in India and Nepal. Ek Kadam Aur enlisted a Capstone team to conduct an impact evaluation assessment of this program across three partner high schools to measure impact on students’ personal confidence and academic achievement. The team developed and designed a study entailing fieldwork in India and Nepal that included academic subject testing, personal reflection surveys, and interviews with teachers. The team also engaged in classroom observations and technology reviews to produce a toolkit for establishing virtual classroom programs in support of future program scaling.

FLUSH

INTEGRATING SANITATION INTO DEVELOPMENT SECTORS

FACULTY: Kathleen

Apltauer

CAPSTONE TEAM:

Morgan Black, Olivia
Ezard, Rahani Green,
Azra Rehan

FLUSH is a US-based social enterprise organization that advocates for the integration of sanitation into development work in the public and private sectors. The sanitation sector faces limited funding opportunities to build capacity through partnerships with other sectors. FLUSH enlisted a Capstone team to create a visual framework using evidence-based metrics to link sanitation to other sectors within the development field. The team first conducted a literature review to explore linkages between sanitation and other sectors, including health, education, and human rights. The team traveled to Cambodia to learn firsthand how sanitation fits into the development field by conducting interviews with experts working in sanitation and conducted remote interviews with sanitation experts around the world. The team’s collective research resulted in a framework outlining the positive impact outcomes of integrating sanitation into other sectors, which will be used to grow FLUSH’s influence and reach.

FUNDACIÓN ERNESTO SABATO

WOMEN'S EMPOWERMENT PROGRAM FOR SUBSTANCE ABUSE RECOVERY

FACULTY: Natasha Iskander

CAPSTONE TEAM:
Lian Kariuki, Anthi Markatos, Tori Morris

Fundación Ernesto Sabato has worked in Argentina since 2002 in the fields of culture, education, and social development. One of the Fundación's most recent projects focused on the issue of substance abuse and its effects on women in the villas of Buenos Aires. The Fundación engaged a Capstone team to assist in analyzing existing substance abuse recovery programs in Buenos Aires and creating a program specifically designed for women that focuses on recovery and empowerment. The team conducted interviews with program participants, workshop facilitators, and professionals in the field of addiction—both in Buenos Aires and New York. The team's final report issued recommendations for a holistic, women-centered recovery program, including possible ways to infuse creativity and identify future funding needs.

INTERNATIONAL WATER MANAGEMENT INSTITUTE

ANALYZING A PUBLIC PRIVATE PARTNERSHIP FOR RESOURCE RECOVERY AND REUSE IN GHANA

FACULTY: Natasha Iskander

CAPSTONE TEAM:
Samir Dalal,
Christopher DuMont,
Quamid Francis,
Soojin Son

The International Water Management Institute (IWMI) is a nonprofit, scientific research organization focusing on the sustainable use of water and land resources in developing countries. A rising challenge is the depletion of agricultural resources from continuous use of inorganic fertilizer. IWMI's West Africa branch developed a methodology to combine liquid waste with organic compost to create a nutrient-rich fertilizer and organized a public private partnership (PPP) with a local government and private organization (the Jekora-TMA PPP) to operationalize its use in Ghana. IWMI engaged a Capstone team to analyze the Jekora-TMA PPP in a case study, interview stakeholders and government ministries, conduct institutional and policy analyses of public and private sector entities, and undertake a global literature review of PPPs in resource recovery and reuse. The team issued a final report highlighting four essential elements for effective use of PPPs in resource recovery and reuse and presenting learnings that will inform the scaling of PPP use.

MÉDICOS DEL MUNDO SPAIN (DOCTORS OF THE WORLD SPAIN)

IMPROVING ACCESS TO HEALTHCARE FOR
CONFLICT-AFFECTED POPULATIONS

FACULTY: Kathleen Apltauer

CAPSTONE TEAM:

Lernik Essayei,
India Long, Eddie Rosenbaum

Médicos del Mundo (MdM) offers emergency and sustainable healthcare solutions to vulnerable people in need of humanitarian assistance. After the onset of the Ukrainian conflict in 2014, MdM implemented Cash Transfer Programs (CTPs) to improve access to healthcare for conflict-affected populations in Eastern Ukraine. MdM engaged a Capstone team to investigate the feasibility of cash transfers in the Ukrainian context and to explore the possibility of incorporating other successful CTPs into current MdM operations in Eastern Ukraine. The team completed a literature review and conducted a field assessment and interviews with key stakeholders in Ukraine, including beneficiaries, donors, state healthcare representatives, and personnel of humanitarian organizations. The team synthesized its findings into a final report, which provides recommendations for using CTPs to improve access to healthcare in the conflict regions of Eastern Ukraine.

NEST

MAPPING AND QUANTIFYING SOCIAL IMPACT IN THE
HANDWORKER ECONOMY

FACULTY: Kathleen Apltauer

CAPSTONE TEAM:

Chelsea Garbell,
Natalie Giacco,
Camille Mori,
Awet Goitom
Woldegebriel

Nest is a nonprofit organization that works with cross-sector collaborators to bring radical transparency, data-driven development, and fair market access to the informal economy of artisan handicrafts. Nest's new Ethical Compliance certification works to ensure industry-wide compliance for production taking place beyond the four-walled factory. Nest engaged a Capstone team to evaluate the ongoing rollout of this compliance program. The team conducted fieldwork with two artisan businesses in India, mapping the production supply chains and conducting interviews with artisans and producers. Following their research, the team offered recommendations on Nest's use of supply chain mapping software with artisan partners around the world. The team also prepared a framework for measuring the social impact of compliance certification. These deliverables provide Nest with tools to conduct forecasting and sensitivity analyses and empower Nest with information about human and environmental impact that can be utilized during negotiations with brands and funders.

PROJECT ALIANZA

STREAMLINING EXPANSION OF PRIMARY EDUCATION IN LATIN AMERICA

FACULTY: Liz
Goldenberg

CAPSTONE TEAM:
Chelsea Boatey,
Alyson Marks, Qingyi
Wang

Project Alianza is an international nonprofit whose mission is to break the cycle of poverty in rural coffee communities by bringing educational resources to children living and working on coffee farms. Approximately 2.6 million school-aged children in Latin America are not enrolled in school, with the most severe gaps in rural and low-income communities. Alianza enlisted a Capstone team to develop a strategy for standardizing its Community Allies Program (CAP), including phases for expansion in Latin America, beginning in El Salvador. Tasked with conducting research on US coffee companies to determine best practices for securing funding from partners, the team reviewed Alianza's planning documentation, interviewed staff, and consulted with various coffee stakeholders. The team conducted fieldwork in El Salvador that included analyzing the educational landscape and interviewing farm owners, managers, beneficiaries, and other key individuals. Based on their findings, the team delivered a project plan for scaling CAP, including recommendations for engaging parents and evaluating teachers, and suggestions for soliciting corporate partnership funding.

UGANDA VILLAGE PROJECT

DEVELOPING STRATEGIES TO ADVANCE HIV PREVENTION AND FAMILY PLANNING SERVICES

FACULTY: Liz
Goldenberg

CAPSTONE TEAM:
Meg Barnes, Joan
Corcoran, Margaux
Kremp

Uganda Village Project (UVP) is an international nonprofit organization working in rural communities in Uganda's Iganga district to promote public health. UVP focuses on malaria and HIV prevention; water, sanitation, and hygiene; and family planning and reproductive health services. UVP believes the communities in which they work will one day effectively create and implement their own health and development solutions. UVP enlisted a Capstone team to explore potential gaps in its family planning and HIV prevention programs, and to provide targeted program recommendations. Through preliminary research and meetings with staff, the team discovered that male participation in UVP's health programs is fundamental to the overall health of households in Iganga. The team's fieldwork consisted of interviews and focus groups with UVP staff, beneficiaries, health workers, and village health teams. Drawing on key themes in the research and fieldwork, the team provided recommendations accentuating male participation, adolescent engagement, and increased access to communities.

UNITED NATIONS CAPITAL DEVELOPMENT FUND

AFFORDABLE HOUSING FINANCE IN UGANDA

FACULTY: Paul

Smoke

CAPSTONE TEAM:

Rentsenkhand
“Handaa” Enkh-Amgalan, Kaitlyn Quada, Paula Sevilla

The United Nations Capital Development Fund (UNCDF) is the UN's capital investment agency, focused on promoting investment in the public and private sectors to scale up innovative financing mechanisms for the world's poorest people. UNCDF engaged a Capstone team to conduct extensive research on affordable housing finance models and study the feasibility of a pilot housing program in Uganda. The team visited the Ugandan cities of Gulu, Jinja, and Kampala to conduct fieldwork, attending city hall executive meetings, interviewing 25 key stakeholders—including central and local government staff, international organizations, nonprofits, and local residents—and visiting informal settlements and former housing projects. The team's final report analyzed challenges to providing affordable housing in Uganda and provided strategic recommendations for increasing and sustaining access to affordable housing in both rural and urban settings.

UNITED NATIONS CAPITAL DEVELOPMENT FUND

SUPPORTING ECONOMIC DEVELOPMENT THROUGH LOCAL GOVERNMENTS

FACULTY: Paul

Smoke

CAPSTONE TEAM:

Chloe Decazes, Haven Miller, Javiera Rubio

The United Nations Capital Development Fund (UNCDF) supports local development and government reform through finance and governance programs, and assists in the decentralization of developing countries. UNCDF offers “last mile” finance models that unlock public and private resources, particularly at the domestic level, to reduce poverty and support local economic development. A Capstone team reviewed and evaluated materials on how local governments can be a means of implementation for achieving the UN Sustainable Development Goals (SDGs). The team looked at global recommendations and best practices for successful SDG localization, and conducted field work in Uganda to develop a case study on local government capabilities and efforts to implement the SDGs. UNCDF will use this work to strengthen its support for local development in achieving the 2030 Agenda for Sustainable Development, especially in Uganda. The team delivered a report detailing its findings and recommendations to UNCDF and their partners.

WORLD BANK - NAIROBI METROPOLITAN SERVICES IMPROVEMENT PROJECT

TRANSIT-ORIENTED DEVELOPMENT LAND USE PLANNING IN NAIROBI

FACULTY: Paul

Smoke

CAPSTONE TEAM:

Michelle Chen, Laura Davis, Anni Shelton

The Nairobi Metropolitan Services Improvement Project (NaMSIP) for Kenya was financed by the World Bank to strengthen urban services and infrastructure in the Nairobi metropolitan region, including the commuter rail system. Recent NaMSIP studies indicate significant commuter ridership to and from the Makongeni neighborhood that was not included in the organization's original commuter rail assessment. NaMSIP enlisted a Capstone team to consider a proposed station at Makongeni and develop a land use plan for the surrounding area that incorporates transit-oriented development (TOD) strategies to encourage multimodal travel and sufficient ridership. While on-site in Nairobi, the team assessed the effectiveness of the proposed station and delivered their findings in a presentation to relevant stakeholders. Based on their research, field assessments, and feedback from stakeholders, the team developed a TOD-based land use plan for the neighborhood surrounding the proposed station.

WORLD BANK INDEPENDENT EVALUATION GROUP

EVALUATING INTERVENTIONS FOR MANAGING INCLUSIVE URBAN GROWTH

FACULTY: Paul

Smoke

CAPSTONE TEAM:

Bibiana Guerra De Los Rios, Maria Pinedo Manrique, Jocelyne Kevine Uwayo

The Independent Evaluation Group is a branch of the World Bank that evaluates the organization's project portfolio. It focuses on the effectiveness of instruments used by the World Bank to enhance its clients' ability to manage inclusive urban growth and meet the demands outlined in the New Urban Agenda and Sustainable Development Goals (SDG). SDG contains goals set by the UN seeking to improve urban planning and management through participatory and inclusive approaches. The Capstone team conducted analyses of the World Bank's urbanization reviews in 14 countries across Africa, Asia, Latin America, and the Caribbean. The team developed a set of tools and instruments that will be used to gather data from national and subnational stakeholders. The tools, which focus on housing, slum upgrading, land use planning, land management, and land development, will be piloted in Colombia and Rwanda.

WORLD FOOD PROGRAMME MALAWI

INTEGRATING GRADUATION STRATEGIES FOR ADVANCED FOOD SECURITY

FACULTY: Liz
Goldenberg

CAPSTONE TEAM:
Samantha Hinkle,
Gabriel Ng, Allyson
Vertti

The World Food Programme (WFP) is the UN agency that addresses hunger and food security in humanitarian and development contexts. In Malawi, where 50.7 percent of people live in poverty, WFP provides a range of programming promoting resilience against food shocks. WFP Malawi is currently applying a graduation strategy to layer its programs so beneficiaries move to more advanced interventions as they reach pre-determined thresholds. WFP engaged a Capstone team to identify the relevant indicators for determining whether beneficiaries are ready to “graduate.” The team provided recommendations based on a review of the relevant literature, interviews with key stakeholders—including participants, community leaders, government officials, nonprofits, funders, and WFP Malawi staff—and an analysis of evaluation data. The team’s report recommends appropriate indicators beyond traditional food security measures, strategies for graduation integration into the national government’s resilience strategy, and improvements to the design of WFP Malawi’s programs.

NURSE LEADERS

HOSPITAL FOR SPECIAL SURGERY

EVALUATING NURSING CARE DELIVERY MODEL

FACULTY: John
Donnellan

CAPSTONE TEAM:
Tamar Bernard,
Maricel S. Calagui,
Veronica C. Pasha,
Oana Randolph

The Hospital for Special Surgery (HSS) is a healthcare industry leader world-renowned for its orthopedic and rheumatologic care. A four-time awardee of the Magnet Recognition for Nursing Excellence, HSS is committed to providing the highest quality of nursing care for its patients, while cultivating a positive, innovative, and collaborative work environment for its nurses. HSS enlisted a Capstone team to determine whether the current nursing practice model is representative of best practice in the field. The team conducted a literature review, surveyed HSS nurses and their managers, evaluated nursing satisfaction data, and interviewed comparable Magnet awardee organizations. Based on their findings, the team formulated conclusions and recommendations for HSS to leverage in its ongoing efforts to improve patient care and experience while fostering nurse engagement and satisfaction.

ADVANCED RESEARCH IN QUANTITATIVE ANALYSIS

CANNABIS LEGALIZATION AND THE OPIOID EPIDEMIC

STATE CANNABIS LAWS AND SUBSTANCE USE DISORDER TREATMENT ADMISSIONS

FACULTY: Josh Merfeld

CAPSTONE TEAM:
Bennett Allen,
Claudia Babcock,
Zhen Luo, Ryan
Moroz

In 2017, over 70,000 Americans died from drug overdose. An emerging body of research suggests that medical cannabis (MC) legalization policies can serve as a response to the opioid epidemic and are associated with decreases in overdose death, opioid analgesic prescriptions, and substance use disorder (SUD) treatment admissions. Little research has been done, however, to assess the impact of adult-use cannabis (AUC) policies on these outcomes. A Capstone team used the Treatment Episode Data Set of the Substance Abuse and Mental Health Services Administration to estimate the effect of AUC and MC legalization on SUD treatment admissions. The team used difference-in-difference and synthetic control techniques to generate estimates in the absence of available data. The team's findings will aid policymakers in better understanding the impacts of AUC and MC legalization as one strategy to address the opioid epidemic.

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