



NYU | WAGNER

CAPSTONE

2021-2022





CAPSTONE

PROJECT SUMMARIES
2021-2022

LEARNING IN
ACTION

PUBLIC SERVICE IS
THE HIGHEST **AND**
GOOD, **WHEN**
DONE
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 summaries in this booklet represent the 62 Capstone projects from the 2021-2022 academic year, conducted by 233 Wagner graduate students.

The Capstone Program was originally funded with a generous grant from the Ford Foundation in 1995 and subsequently received financial support from FJC: A Foundation of Philanthropic Funds. Since the program's inception, more than 6,600 students have completed over 1,450 projects for more than 950 organizations.

BECOME A CAPSTONE CLIENT

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 on the public good. Our faculty's research changes the way people frame, understand, and act on important public issues. We provide our students with critical skills, access to all that New York City has to offer, and a deep understanding of the context surrounding public service challenges—which they use to improve cities and communities across the globe.

Highly ranked 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, Online Master of Health Administration, Master of Science in Public Policy, Executive Master of Public Administration, and PhD in Public Administration.

wagner.nyu.edu

TABLE OF CONTENTS

8	MANAGEMENT & LEADERSHIP
8	A Better Jamaica
8	The Arthur Project
9	Attachment and Biobehavioral Catch-up
9	Broadway for Arts Education
10	ExpandED Schools
10	Jewish Emergent Network
11	Queens Public Library: Corporate Partnership Strategy
11	Queens Public Library: Impact Assessment of the Summer Reading Program
12	FINANCE
12	Guidehouse
12	Local Initiatives Support Corporation
13	Queens Community House
13	Services for the UnderServed
14	PUBLIC POLICY
14	Inclusive America
14	Numina
15	Office of the Mayor of Providence, Rhode Island
15	Office of the Mayor of Trenton, New Jersey
16	Port Authority of New York and New Jersey
16	Supportive Housing Network of New York
17	ADVOCACY & POLITICAL ACTION
17	The Action Lab
17	Citizens' Committee for Children of New York
18	Day One
18	IMPACCT Brooklyn
19	League of Women Voters in the City of New York
19	New American Leaders
20	TakeRoot Justice

21	SOCIAL IMPACT, INNOVATION & INVESTMENT
21	<u>CLIENT-BASED PROJECTS</u>
21	Echoing Green
22	Hilltribe Organics
22	Pro Mujer
23	<u>TEAM-GENERATED PROJECTS</u>
23	Narrative Change Leaders Workshop
23	Veggie Fruitful
24	HEALTH MANAGEMENT & POLICY
24	Mount Sinai Doctors Faculty Practice
24	New York City Board of Correction
25	New York City Department of Health and Mental Hygiene
25	NYU Langone Department of Emergency Medicine
26	NYU Langone Orthopedic Hospital
26	Panel of National Pathology Leaders
27	RIP Medical Debt
28	SIMULATION IN HEALTHCARE MANAGEMENT AND FINANCE
28	Diversity in Healthcare
28	US Physician Shortage
29	US Telehealth Utilization
30	URBAN PLANNING
30	CARMERA
30	Metro-North Railroad
31	New York Building Congress
31	New York City Department of Transportation
32	Suffolk County Department of Economic Development and Planning
32	Town of Rye

TABLE OF CONTENTS, CONT.

33 **INTERNATIONAL DEVELOPMENT**

- 33 C40 Cities Climate Leadership Group
- 33 CholPori
- 34 Ek Kadam Aur (One Step Ahead)
- 34 Global Dialogue
- 35 Médecins du Monde (Doctors of the World)
- 35 Overseas Development Institute
- 36 Uganda Village Project
- 36 United Nations Capital Development Fund: Municipal Finance Ecosystem in Tanzania
- 37 United Nations Capital Development Fund: Urban Finance in Indonesia
- 37 World Bank: Finance, Competitiveness and Innovation Global Practice
- 38 World Bank: Governance Global Practice

39 **RESEARCH IN QUANTITATIVE ANALYSIS**

- 39 Eviction Moratorium and COVID-19
- 40 Flood Insurance and Neighborhood Redevelopment
- 40 Participatory Budgeting in New York City
- 41 School Choice and Fundraising
- 41 Special Education Bias

42 **CAPSTONE FACULTY & DIRECTORS**

43 **INDEX**

PROJECT
SUMMARIES

A BETTER JAMAICA

ADVANCING MUSIC EDUCATION IN SOUTHEAST QUEENS

FACULTY:

Erica Foldy

CAPSTONE TEAM:

Leah Adelson

Brittany Edghill

Katerina Patouri

A Better Jamaica (ABJ) is a nonprofit organization founded in 2007 that is dedicated to offering a broad range of programs to strengthen the community of Jamaica, Queens. ABJ engaged a Capstone team with the goal of increasing access to local music education. The team reviewed data to identify relevant trends in existing music education offerings in middle schools in three school districts. The team held task force meetings with eight experienced music educators and conducted a qualitative analysis, which highlighted the stark dropoff in the availability and quality of local music education and means of implementing change. The team created a final report that included a literature review synthesizing the significance and impact of music education, qualitative data on the state and history of music education in the community, quantitative data visualizations showing the rates of offerings and engagement, and funding sources to support increased music education. The team presented research to key stakeholders—task force members, educators, principals, and elected officials—at a final meeting to further their client’s vision as well as collaborate on potential solutions.

THE ARTHUR PROJECT

DEVELOPING A ROADMAP FOR PROGRAM EXPANSION

FACULTY:

Sonia Balaram

CAPSTONE TEAM:

Valentine Goldstein

Mary Kate Latta

Genesis Nuñez

Katherine Sam

The Arthur Project (TAP) is a small nonprofit based in the Bronx that provides therapeutic mentoring services for underserved and vulnerable middle school youth and their families. Seeking to expand its impact, TAP engaged a Capstone team to develop a roadmap for program growth. The team assisted the client in assessing its operational readiness for growth, researching industry best practices, and identifying various models for nonprofit expansion. The team produced a literature review, environmental scan, and recommendations to inform TAP’s expansion. The recommendations include a set of prerequisites that best equip an organization for expansion, a suggested growth structure, and a screening tool to evaluate potential expansion sites.

ATTACHMENT AND BIOBEHAVIORAL CATCH-UP

SUCCESSFUL ESTABLISHMENT OF A NEWLY-FORMED NONPROFIT

FACULTY:

Veronica Manning

CAPSTONE TEAM:

Jonathon McCoy
Danyte Reisinger
William Thompson
Homer Wanamaker Jr.

Attachment and Biobehavioral Catch-up (ABC) is a Delaware-based nonprofit organization that disseminates a worldwide parenting program fostering strong, healthy relationships in families with infants or toddlers facing adversity. As ABC establishes itself as a nonprofit entity, its executive leadership is challenged with harnessing the program's exponential growth, revenue potential, and highly committed staff in order to address the fiduciary, legal, and operational challenges that jeopardize the organization's longevity and success. The team's interdisciplinary research included an academic review of current literature, as well as an environmental scan of best practices used across the sector and by client peers. The team also conducted supplemental field research—through staff engagement in a series of one-on-one interviews and custom surveys—to assess the internal climate for change and knowledge around the transition process. The team produced a report that includes its research findings and analysis of key issue areas facing ABC, as well as effective recommendations and tools that ABC can utilize throughout the organization's transition process and beyond.

BROADWAY FOR ARTS EDUCATION

REIMAGINING EMPLOYEE PERFORMANCE DEVELOPMENT

FACULTY:

Veronica Manning

CAPSTONE TEAM:

Bridin Clements
Mauri Honickman
Lena Opper
Courtney Sams

Broadway for Arts Education (BAE) is a nonprofit organization that partners with the Broadway community and schools to bring transformative arts education programs to underserved youth around the world. BAE's growing operation runs programs in New York, India, and Haiti with limited staff and resources. As a young organization, BAE is wary of staff burnout and its current strategic plan is disconnected from daily operations and programming. As such, BAE engaged a Capstone team to design performance development and review systems to achieve maximum organizational health, efficiency, sustainability, and impact. The team conducted extensive research with a literature review and an environmental scan consisting of interviews and case studies. An internal examination included surveys and interviews with BAE staff and board members. With its research, the team developed a report with five critical performance development and review recommendations, including a timeline for implementation and a toolkit with templates and resources.

EXPANDED SCHOOLS

MEASURING ORGANIZATION-WIDE IMPACT

FACULTY:

Tricia Davies

CAPSTONE TEAM:

Sarah Jallim

Rebecca Jones

Taylor Wolfson

Lina Zelmanovich

ExpandedED Schools is an education nonprofit that provides after-school programming in New York City, and has served over one million children since 1998. Its mission is to close the learning gap by increasing access to enriched education experiences. Since its current data collection processes are not formally coordinated across the organization, ExpandedED Schools enlisted a Capstone team to create an organization-wide strategy to measure its overall impact across all programs. The team conducted a literature review, analyzing best practices in the after-school industry, and developed and implemented a survey to investigate ExpandedED School's current program goals and data collection activities. Following this research, the team designed a roadmap for strategic goal-setting and data collection to measure organization-wide impact in the near term and beyond.

JEWISH EMERGENT NETWORK

DEVELOPING A STRATEGIC PLAN FOR FUTURE PROGRAMMING

FACULTY:

Tricia Davies

CAPSTONE TEAM:

Deepak Chaudhari

Beckie Hamroff

Isaac Kurtz

Karin Nilo

The Jewish Emergent Network (JEN) is the umbrella organization connecting seven Jewish community organizations across the US. These seven member organizations are collectively committed to revitalizing the way Jewish Americans explore their religion and spirituality with traditional and creative practices. JEN's goal is to amplify each member organization's work and utilize their collective power to transform Jewish life. JEN engaged a Capstone team to help develop its new strategic plan and future programming. The team carried out a literature review and environmental scan and held stakeholder focus groups, using its findings to conduct a SWOT analysis. The team's recommendations focus on utilizing JEN's strengths to provide opportunities for leadership development, relationship building, and resource sharing, while also identifying ways to expand the JEN community.

QUEENS PUBLIC LIBRARY

DEVELOPING A CORPORATE PARTNERSHIP STRATEGY

FACULTY:

Erica Foldy

CAPSTONE TEAM:

Erica Dattero

Dominick Ovalles

Molly Umble

Queens Public Library (QPL) is one of the largest public libraries in the country, providing over 8,000 programs and circulating over twelve million items per year to serve Queens' two million residents. However, QPL lacks a diverse funding stream as most of its budget comes from New York City government funding. In an effort to expand upon its programs and services and improve its financial security, QPL enlisted a Capstone team to provide critical recommendations for increasing corporate fundraising efforts. The team conducted a literature review, expert interviews, an environmental scan, and case study profiles. Based on its research, the team developed a final report providing the client with the necessary tools to implement a successful corporate partnership strategy.

QUEENS PUBLIC LIBRARY

IMPROVING IMPACT ASSESSMENT OF THE SUMMER READING PROGRAM

FACULTY:

Sonia Balaram

CAPSTONE TEAM:

Gabriela Gonzalez

Hillary Le

Concetta Modica

The Queens Public Library (QPL) is one of the largest public libraries in the US and serves the most diverse borough in New York City. QPL strives to create a more vibrant, informed, cohesive, and empowered society by focusing on the values of inclusion, access, integrity, and respect. QPL engaged a Capstone team to strengthen its assessment of its summer reading program. The team conducted a broad analysis of literacy programs at other libraries and educational institutions, including summer reading programs for school-aged children. The team's final deliverables include a logic model and a preliminary assessment model, as well as next steps for implementing a full assessment of QPL's summer reading program.

GUIDEHOUSE

LEGISLATIVE AND PROCUREMENT ANALYSIS OF ECONOMIC IMPACT MITIGATION PROGRAMS

FACULTY:

Michael Dardia

CAPSTONE TEAM:

Afzal Dar

Jiaqiang He

Laina Michel

Nancy Yang

Guidehouse is a public-sector advisory firm that performs loan servicing, technology modernization, and financial services for the US Small Business Administration's loan programs. Guidehouse enlisted a Capstone team to analyze the legislative and procurement aspects of three major economic relief programs implemented during the COVID-19 pandemic: the Paycheck Protection Program, the State Small Business Credit Initiative, and the New York State Emergency Rental Assistance Program. The team developed a comprehensive research methodology that comprised sourcing and analyzing public-sector data on the programs, reviewing research articles and academic journals, using data analysis to develop recommendations, and conducting interviews with experts identified by the client. The team delivered a white paper and infographic suggesting improvements in the implementation of economic assistance programs during unforeseen events.

LOCAL INITIATIVES SUPPORT CORPORATION

IDENTIFYING SAVINGS AND CREDIT-BUILDING PRODUCTS TO ACHIEVE FINANCIAL STABILITY

FACULTY:

John Ceffalio

CAPSTONE TEAM:

Justin Houlahan

Jiajun Jiang

Kevin Newton

Prem Persaud

Local Initiatives Support Corporation (LISC) is a national nonprofit organization dedicated to community development that works to bridge the gap between government, foundations, and for-profit companies, and community residents and local institutions. LISC engaged a Capstone team to assist with its financial stability and economic development initiatives that provide low- and moderate-income populations with essential tools and skills for job seeking and money management. The team initiated this process with a market scan to identify existing financial products that target these populations. The team developed a comprehensive product guide—to be used throughout LISC's network of financial and career coaching service centers—that lists optimal savings and credit-building products as a roadmap to financial well-being for low- and moderate-income individuals.

QUEENS COMMUNITY HOUSE

DEVELOPING A BUSINESS PLAN FOR A MUSEUM CAFÉ PARTNERSHIP

FACULTY:

John Ceffalio

CAPSTONE TEAM:

Dave Bernstein

Kewei Cheng

Bhisham Persaud

Queens Community House (QCH) is a multi-service settlement house with the mission of providing individuals and families with tools to enrich their lives and build healthy and inclusive communities. QCH's Young Adult Food-Sector Employment Initiative (YAFSEI) is a workforce development program that targets at-risk young adults in Queens and prepares them for job opportunities in the food sector. QCH engaged a Capstone team to develop a business plan for a café in partnership with the Queens Museum that would allow YAFSEI trainees to receive instruction and gain real-life experience in the food industry. The team researched and evaluated various business models and crafted a comprehensive and effective business plan based on programmatic and socioeconomic data to guide the museum café's operations.

SERVICES FOR THE UNDERSERVED

ANALYZING THE IMPACT OF MARKET VOLATILITY ON SUPPORTIVE HOUSING OPERATIONS IN NYC

FACULTY:

Michael Dardia

CAPSTONE TEAM:

Sam Berzok

Tong Li

Baktiarman Ramadhan

Services for the UnderServed (S:US) is a NYC-based nonprofit organization that provides housing, employment, skill-building, and rehabilitation services to transform the lives of people with disabilities, people in poverty, and those experiencing homelessness. With the onset of the COVID-19 pandemic, S:US became interested in analyzing the cash flow of its housing services to understand the impact of market volatility on its operations. The Capstone team used rent rolls, vacancy reports, and audits to conduct a financial analysis of thirteen supportive housing buildings, including one homeless shelter, owned and operated by S:US. Using this data, the team performed income-expense and cash collection analyses against the NYC industry benchmark established by the Housing Development Corporation to evaluate cash flow performance. The team integrated its findings into operational recommendations that would improve net operating income without sacrificing the client's mission of making housing affordable and available to all.

INCLUSIVE AMERICA

STRENGTHENING PUBLIC ACCOUNTABILITY FOR DIVERSITY IN US GOVERNMENT

FACULTY:

Erin Connell

CAPSTONE TEAM:Varun Banthia
Rachel Fischer
Anna Quinn

Inclusive America (IA) is a nonprofit organization committed to making the government as diverse as the people of the United States. It advances its mission by tracking the demographic information of all political appointments, informing government hiring managers, developing diverse candidate rosters, and supporting policies that increase public sector diversity, equity, inclusion, and accessibility (DEIA). IA engaged a Capstone team to evaluate accountability mechanisms that encourage DEIA within US executive agencies and make recommendations to strengthen their impact, focusing particularly on the Government Accountability Office. The team conducted a literature review and interviewed various academics, audit practitioners, and government officials. Based on its research, the team devised recommendations that include updating criteria for DEIA reviews, prioritizing an intersectional approach, and elevating performance management for inclusion and equity. The team's final report outlines an evidence-based strategy that civil society organizations like IA can use to advocate for implementation of the proposed improvements.

NUMINA

OVERCOMING FINANCIAL CHALLENGES TO SUSTAIN STREET DATA INITIATIVES

FACULTY:Alexander
Shermansong**CAPSTONE TEAM:**Leah Kobes
Kimberly Librero
Geaafaany Presentha

Numina is a startup founded in 2014 with the mission of empowering cities with data to become more responsive and equitable. Numina offers the only computer vision sensor solution purpose-built for streets—quantifying the granular behaviors of pedestrians, bicyclists, and vehicles anonymously and in aggregate—and has deployed its technology in 25 cities globally. Numina enlisted a Capstone team to better understand the financing dimension of street data initiatives and to identify potential solutions to sustainability challenges. The team analyzed city spending and current street data procurement practices, determined cost-sharing opportunities with other end users, and identified factors that affect city decisions to open or sell data. The team interviewed city transportation department officials and conducted a document review of city budgets and contracts with data vendors. The team analyzed its findings to identify pathways forward to facilitate equitable cost-sharing mechanisms for street data investments.

OFFICE OF THE MAYOR OF PROVIDENCE, RHODE ISLAND

STRATEGIES TO INCREASE UTILIZATION OF THE POLICE DEPARTMENT'S ONLINE REPORTING SYSTEM

FACULTY:

Alexander
Shermansong

CAPSTONE TEAM:

Liza Bayless
Asher Jacobs
Harita Vyas

The Office of the Mayor of Providence, Rhode Island includes a Research and Development team that provides research, analysis, and recommendations to support and implement policies and program initiatives across city departments. The Office of the Mayor engaged a Capstone team to develop a strategic plan to increase resident utilization of Providence Police Department's online system for non-emergency calls for service. The team conducted a literature review, stakeholder interviews and focus groups, and a survey of Providence residents to determine best practices and key features of online reporting systems. Having identified perceived barriers to online reporting, the team developed persuasive messaging about the reporting system to encourage its utilization. The team's final report includes recommendations to improve the accessibility of the online system and guidance on public education and outreach strategies to support increased use of the system.

OFFICE OF THE MAYOR OF TRENTON, NEW JERSEY

REDUCING GUN VIOLENCE WITH A COMMUNITY REVITALIZATION PROGRAM

FACULTY:

Alexander
Shermansong

CAPSTONE TEAM:

Amanda Drucker
George Ennis
Misbah Khan
Rosanna Moquete

Trenton, New Jersey has faced a major uptick in gun violence in recent years, particularly among the city's youth, and the COVID-19 pandemic has exacerbated the social, economic, and health issues behind it. The Trenton Mayor's Office engaged a Capstone team to create a strategy to combat the city's rise in gun violence by rehabilitating blighted areas. The team analyzed data provided by the city to identify the most crime-ridden areas in Trenton, researched news stories, journal articles, and demographic data, and conducted comprehensive interviews with a variety of stakeholders, including local high school students. The team's findings included root causes of gun violence, youth needs, and existing intervention mechanisms, and led the team to focus its recommendations on redeveloping vacant buildings and transforming them into useful spaces that fulfill community needs. The team's final report proposes a program that would engage community members, especially youth, in the demolition, rehabilitation, and installation of new buildings.

PORT AUTHORITY OF NEW YORK AND NEW JERSEY

STRATEGIES FOR IMPROVING AIRPORT CONCESSION SUSTAINABILITY

FACULTY:

Erin Connell

CAPSTONE TEAM:

Abdurrahman Ajeigbe

Bryant Payne

Julie Takakjian

The Port Authority of New York and New Jersey is the authoritative body overseeing airports in the New York metropolitan area: JFK, LaGuardia, and Newark International Airport. To aid in the Port Authority's goal of reaching net-zero carbon emissions by 2050, its Aviation Department retained the Capstone team to provide analysis and recommendations for enhancing the sustainability of airport concessions and vendors. The team compared the practices of peer airports to those of the Port Authority, provided insight on existing and upcoming sustainable legislation, explored relevant sustainability certifications and accreditations, and proposed a pilot program to be implemented at airport terminals. Using a combination of research, stakeholder interviews and surveys, and key document analysis, the team determined areas of improvement for the Port Authority's overall sustainability practices. The team's recommendations include enhancing airport bin practices, creating composting and recycling policies by engaging with concessionaires, and establishing local partnerships to donate leftover food.

SUPPORTIVE HOUSING NETWORK OF NEW YORK

DETERMINING THE REAL COST OF HOMELESSNESS

FACULTY:

Erin Connell

CAPSTONE TEAM:

Barry Carmody

Nicole Horn

David Immerman

The Supportive Housing Network of New York (SHNNY) promotes supportive housing development by providing policy analysis, advocacy, and assistance to organizations managing supportive housing units across the state. With advocacy being central to SHNNY's work in securing funding at the local, state, and federal levels, the organization enlisted a Capstone team to help determine costs associated with homelessness. The team calculated the real per-day costs of different settings and contexts that homeless individuals engage with in the absence of supportive housing. The team consulted with various experts in the field and reviewed a variety of prior research, financial reports, and local government budgets to create a series of cost estimates in five New York cities: Albany, Buffalo, New York City, Rochester, and Syracuse. The team's findings and estimates illustrate the high cost of a lack of investment in permanent supportive housing and inform SHNNY's future engagement with policymakers, media, other stakeholders, and the general public.

THE ACTION LAB

DEVELOPING PROGRAM INITIATIVES FOR AN INNOVATIVE SOCIAL JUSTICE ORGANIZATION

FACULTY:

Matthew Camp

CAPSTONE TEAM:

Nicky Ahadpour
Caitlin Garbo
Aesetou Hydera
Elisa Nolasco

The Action Lab is a young organization that fosters interdisciplinary and cross-movement spaces for learning, gathering, and reflection. Its four anchor initiatives aim to find shared strategies for action, help change-makers build and sharpen social justice skills, understand how arts and culture drive social change, and create resilient healing spaces. The Action Lab engaged a team to further its goal of reconceptualizing relationships to social justice organizing and transformational spaces. Working to shape and actualize the modalities of each initiative, the team built out four resource lists, dialogued with senior program staff, and provided practitioner and speaker suggestions for the lab's programs. The team's deliverables to the client included a bibliography of sources and accompanying reflections, a presentation with speaker recommendations, and logistical assistance with future programming.

CITIZENS' COMMITTEE FOR CHILDREN OF NEW YORK

EXPANDING CIVIC ENGAGEMENT

FACULTY:

Matthew Camp

CAPSTONE TEAM:

Casey Bourkney
Sabina Dorvile
Angelique Molina
Iving Xu

Citizens' Committee for Children of New York (CCCNy) is a New York City-based nonprofit that advocates for policies that enhance the lives of young people. CCCNY enlisted a team to develop strategies to enhance its civic engagement techniques, widen the reach of its impact, and inform the development of an online advocacy hub. The team conducted a literature review to research best engagement practices, including digital usage, and performed a field scan to gain insight into the current civic engagement landscape. The team provided CCCNY with a final report that includes recommendations on techniques for overall and online civic engagement, as well as sample systems and content to guide CCCNY in the launch of its advocacy hub.

DAY ONE

ADOPTING A PARTICIPATORY APPROACH FOR SETTING ADVOCACY PRIORITIES

FACULTY:

Elizabeth Angeles

CAPSTONE TEAM:

Bianca Almedina

Rebecca D'Amico

Emily Moffa

Ivy Nuñez

Day One is a nonprofit organization that partners with youth to end dating abuse and intimate partner violence (IPV) through an empowerment model of community education, supportive services, legal advocacy, and leadership development. Day One's clients are impacted by various issues beyond IPV, including the school-to-prison pipeline, lack of reproductive care, and housing insecurity. However, Day One has limited capacity to engage in advocacy efforts related to these areas. The client enlisted the team to identify best practices for setting policy and advocacy priorities and deepening staff and youth involvement in these processes. The team conducted legislative research, identified potential allies in elected office, surveyed staff and youth clients, and conducted employee focus groups. Based on its research findings, the team developed a final report recommending policy priorities, internal and external advocacy strategies, and best practices for engaging staff and youth.

IMPACCT BROOKLYN

ASSESSING COMMERCIAL NEEDS IN CENTRAL BROOKLYN

FACULTY:

Elizabeth Angeles

CAPSTONE TEAM:

Rebecca Barilla

Abraham Onifade

Frances Urroz

Pratt Area Community Council, also known as IMPACCT Brooklyn, is a community development organization committed to promoting affordable housing, tenants' rights, and economic renewal in Central Brooklyn. IMPACCT Brooklyn enlisted a Capstone team to provide recommendations on the best prospective tenant fit for its mixed-use properties in Bedford-Stuyvesant and Crown Heights, using data informed by community outreach. The team conducted an environmental scan of local, state, and federal small business policies, leasing policy changes resulting from the COVID-19 pandemic, existing local small business types, and opportunities and threats for small businesses in Central Brooklyn. The team then interviewed community stakeholders to obtain their insights into which small business types are best suited to the needs and interests of the community. The project culminated with a set of recommendations for tenant fit that align with the identified needs and opportunities in the study areas.

THE LEAGUE OF WOMEN VOTERS OF THE CITY OF NEW YORK

QUANTIFYING INEQUITIES IN VOTER ACCESS TO ADVOCATE FOR EXPANDED ACCESS

FACULTY:

Elizabeth Angeles

CAPSTONE TEAM:

Alexa Berry

Kelcy Brock

Mikey Lampel

Hunter Rabinowitz

The League of Women Voters of the City of New York (LWVNYC) is a nonpartisan organization that seeks to increase New Yorker participation in local communities and government through civics, voting, and issue advocacy. LWVNYC engaged a team to highlight inequity in voter access in NYC through the collection of qualitative data. The team first identified and analyzed available data to understand voting challenges, including the geographical distribution of poll sites, issues facing voters with disabilities, and barriers for voters whose first language is not English. The team designed and administered a survey to collect information from poll workers, and developed a tool to analyze the correlation between voter turnout and the geographical distribution of poll sites. In its final report, the team made recommendations for how to utilize the information, tools, and available data to advocate for strategies that address voting disparities in NYC.

NEW AMERICAN LEADERS

EVALUATING LEGISLATIVE AND POLICY SUCCESSES OF ELECTED OFFICIALS

FACULTY:

Matthew Camp

CAPSTONE TEAM:

Kathleen Elliott

Jacob Fertig

Hunter Meachum

Kobe Terrier

New American Leaders (NAL) leads a movement for inclusive democracy by equipping immigrants, refugees, and their allies with the tools needed to run for office, engaging in civic action that brings their voices to the forefront of American politics, and supporting successful candidates post-election in their preparation for holding public office. NAL enlisted a Capstone team to evaluate the legislative and policy successes of elected officials within the organization's network. The team formulated and deployed a survey to capture data on legislative and policy successes—both explicit and implicit—and utilized its survey responses and independent policy research to produce a report on the measurable successes of elected officials across the key states of Arizona, California, Georgia, Michigan, Nevada, and New York. The team's report includes a comprehensive analysis of its survey and research findings, paired with recommendations for future surveying efforts.

TAKEROOT JUSTICE

ASSESSING AN ORGANIZATION'S ROLE IN MOVEMENT BUILDING

FACULTY:

Elizabeth Angeles

CAPSTONE TEAM:

Eliza McCurdy

Antara Nader

Aaron Posner

TakeRoot Justice (TRJ) leverages legal and policy expertise to help community-driven movements dismantle systems of racial, economic, and social oppression. TRJ engaged a Capstone team to evaluate its role in community campaign advancement and ensure that its legal representation of individuals feeds into an organizing strategy for systemic change. The team conducted a literature review on movement lawyering and administered a survey to twelve of TRJ's partner organizations. The team also carried out focus groups across four key TRJ practice areas: consumer justice, housing rights, immigrants' rights, and workers' rights. Drawing on its findings, the team produced a report with guiding documents to increase internal capacity for organizing and a toolkit to facilitate stronger partner relationships.

CLIENT-BASED PROJECTS

ECHOING GREEN

EVALUATING PROGRAM SUPPORT FOR BIPOC SOCIAL ENTREPRENEURS

FACULTY:

Mo Coffey

CAPSTONE TEAM:

Chung Eun Kim

Armijos

Eliza Heeks

Sindi Mafico

Jenabu Simaha

Natalia Vazallo

For over 35 years, Echoing Green has been building a dynamic ecosystem to support and invest in emerging social entrepreneurs who work at the intersection of global justice, racial equity, and social innovation. In 2020, Echoing Green launched a \$50 million Racial Equity Philanthropic Fund and a new Fellow support program to provide equitable and sustainable support to its community of nearly 1,000 Fellows. The organization tasked the Capstone team with developing an evaluation model for its new program structure to determine effectiveness and areas for improvement. The team researched the best ways to support BIPOC (Black, Indigenous, and people of color) social entrepreneurs and leaders on a global scale and studied the tools and support mechanisms that are most effective in community building across sectors, geographies, and identities. The team developed an assessment tool to collect quantitative and qualitative data on the impact of the new program structure and its support offerings. The team produced a final report with recommendations for the future of Echoing Green's engagement model.

HILLTRIBE ORGANICS

DEVELOPING A SOCIAL AND ENVIRONMENTAL IMPACT METRICS FRAMEWORK FOR SUSTAINABLE FARMING

FACULTY:

Mo Coffey

CAPSTONE TEAM:

Madeline Everett

Martina Lee

Yileena Xu

Brandy Yang

Stella Yao

Hilltribe Organics (HTO) is a Northern Thailand-based social enterprise dedicated to improving the living standards of small farmers and sustaining their communities. HTO aims to protect the environment through sustainable farming, improve human health with organic free-range egg products, and create a lasting social impact by enhancing farmers' family income and women's economic independence. HTO enlisted a Capstone team to develop a framework to measure and track the social and environmental impact of HTO's practices. The team evaluated the impact of B-Corp and Biodynamic certifications, reviewed the literature on common impact measurement practices, conducted a landscape analysis on five comparable enterprises, and interviewed HTO's business partners. The team synthesized its findings in a final report, providing recommendations on data collection and appropriate impact metrics to guide HTO's strategic development endeavors.

PRO MUJER

ADVANCING STRATEGIC EXPANSION EFFORTS TO EMPOWER LOW-INCOME WOMEN IN THE NORTHERN TRIANGLE

FACULTY:

Mo Coffey

CAPSTONE TEAM:

Nicole Briedis

Emily Farley Chang

Hilarina Casie Chitty

Nora Frank

Queenie Tam

Pro Mujer is a nonprofit social enterprise that provides access to financial and digital inclusion, healthcare services, and entrepreneurship support to empower low-income women and promote gender equality in Latin America. As part of its commitment to the Partnership for Central America—an initiative launched by US Vice President Kamala Harris to address the root causes of irregular migration from the Northern Triangle (Guatemala, Honduras, and El Salvador)—Pro Mujer is developing a series of financing vehicles and projects to expand into these three countries. The organization engaged the Capstone team to conduct initial scoping and market mapping to inform such expansion efforts. The team reviewed the literature on impact investing strategies, researched the social, economic, and political contexts of the Northern Triangle, and developed market intelligence on Pro Mujer's programmatic offerings in each country. The team also identified potential partnership opportunities with donors, investors, and in-country organizations to facilitate Pro Mujer's entry and strategic growth in the region.

TEAM-GENERATED PROJECTS

NARRATIVE CHANGE LEADERS WORKSHOP

EQUIPPING EXECUTIVE DIRECTORS TO LEAD COMMUNICATION-SAVVY ADVOCACY ORGANIZATIONS

FACULTY:

Andy Moss

CAPSTONE TEAM:

Chelsea Roberts
Michael Sandmel
Lia Weintraub

State-level progressive advocacy organizations are vehicles for driving social change in the US, especially in the context of congressional gridlock. However, many of these organizations struggle to reach key audiences through their communication strategies. To better understand and address this gap, the Capstone team conducted over 75 interviews with executives and communications directors at statewide progressive organizations across the country. The team found a shared recognition that effective communications should be culturally infused into an organization's goal setting, campaign planning, internal processes, and culture writ large. The team also found that organizations working to transition their communications work from a support service to a core strategic function lack support in making this change. The team designed the Narrative Change Leaders Workshop as a nonprofit social enterprise to fill this gap by providing executive directors with the training and coaching needed to build organizational communications capacity to frame social issues and debates within states.

VEGGIE FRUITFUL

ADDRESSING FOOD WASTE AT LOCAL FARMERS MARKETS

FACULTY:

Andy Moss

CAPSTONE TEAM:

Shirley Dang
Darren Jones
Hasan Khan

The goal of Veggie Fruitful is to minimize the amount of leafy greens and tomatoes that farmers harvest and take to local markets but cannot sell due to their short life span. To understand the market, the Capstone team identified farmers in New York who employ organic practices and conducted a series of interviews with customers as well as executives at GrowNYC, a sustainability organization. Finding that leafy greens and tomatoes are sensitive to weather fluctuation, the team recommended an affordable, lightweight storage device that takes up unused space under the market table and does not require energy. This device can be designed to regulate produce temperature to prolong produce life span at both farm and market stages, especially during extreme heat and harsh winters. The team's solution can help local, organic farmers grow more crops, yield more sales, and reduce food waste.

MOUNT SINAI DOCTORS FACULTY PRACTICE

REDESIGNING THE ONBOARDING PROCESS FOR NEW PHYSICIANS

FACULTY:

Rona Affoumado

CAPSTONE TEAM:

Norah Alotaibi

Sammy Choi

Sohee Shin

Mount Sinai Doctors Faculty Practice (MSDFP) is a multispecialty group of more than 2,000 physicians integrated within the Mount Sinai Health System. The current onboarding process can be unmanageable for administrators and confusing to doctors, and can lead to dissatisfaction and high turnover. MSDFP engaged a Capstone team to investigate and analyze the onboarding process for new physicians. The team analyzed current literature, constructed a process map from the physician's perspective, and interviewed administrators from different hospital systems across the nation. The team produced a final report outlining best practices and recommendations to improve MSDFP's onboarding processes for short-term and long-term success.

NEW YORK CITY BOARD OF CORRECTION

ANALYZING THE IMPACT OF COVID-19 IN NYC JAILS

FACULTY:

Rona Affoumado

CAPSTONE TEAM:

Reyna Bhandari

Julia Busto

Chandrasasi

Darjatmoko

Nivedita Ramajayam

Jenna Werkman

The NYC Board of Correction (BOC) is a nine-person, non-judicial oversight board that regulates, monitors, and inspects NYC correctional facilities. During the COVID-19 pandemic, the BOC modified its oversight model to document the public health crisis in jails. Priorities included monitoring the system's evolving response, facility adherence to agency plans, and general operations and compliance with BOC Minimum Standards. With over a year's worth of data, the BOC engaged a Capstone team to create a comprehensive report on the impact of COVID-19 in jails. The team analyzed the data, conducted a literature review, and coded interviews held with incarcerated people. Based on its findings, the team compiled a final report that outlines areas for improvement and tangible recommendations to address existing gaps in the system.

NEW YORK CITY DEPARTMENT OF HEALTH AND MENTAL HYGIENE

STRENGTHENING THE FINANCIAL SUSTAINABILITY OF HOSPITAL-BASED VIOLENCE INTERRUPTION PROGRAMS

FACULTY:

Rain Henderson

CAPSTONE TEAM:

Margot Cronin-
Furman

Michael Kitchin

Kristen Medley

Courtney Zyla

The Violence Prevention Initiative of the New York City Department of Health and Mental Hygiene (DOHMH) oversees NYC's Hospital-Based Violence Interruption Programs (HVIPs). While HVIPs are an essential component of NYC's public health-based violence prevention strategy, they are deeply underfunded and struggle with sustainability. DOHMH enlisted a Capstone team to identify ways to strengthen city-wide HVIPs with a special focus on sustainable financing. The team conducted an analysis of public datasets to explore violence at the national, state, and city levels and to better understand NYC rates of violence relative to other localities. The team completed further research and structured stakeholder interviews, and developed a database of national HVIPs. The final report includes an advocacy policy brief based on the team's findings and sustainability recommendations, including ways to use Medicaid as a vehicle to reimburse NYC HVIPs.

NYU LANGONE DEPARTMENT OF EMERGENCY MEDICINE

EVALUATING AND IMPROVING THE DIABETES SCREENING INITIATIVE

FACULTY:

Rain Henderson

CAPSTONE TEAM:

Gabriella Boulton

Arshdeep Dhanoa

Adeevah Goldstein

Nikhil Taurani

NYU Langone has launched an initiative to screen Emergency Department patients for prediabetes and diabetes. Patients who meet the screening criteria are given a blood test, and any patient who has elevated A1C levels is urged to seek follow-up primary care. This is a critical point for newly diagnosed patients, and NYU Langone is exploring ways to streamline patient education in order to improve patient compliance. The team was tasked with developing a comprehensive educational toolkit for care providers to use in conjunction with existing resources. The team conducted a literature review on best practices for diabetes education and performed a gap analysis using stakeholder interviews, evaluating current diabetes screening initiatives and identifying gaps in current workflow processes. Based on its findings, the team proposed budget-neutral enhancements for the client, including recommendations for improved workflow processes and an educational toolkit to guide future patient care.

NYU LANGONE ORTHOPEDIC HOSPITAL

FINANCIAL ANALYSIS OF TOTAL JOINT REPLACEMENT TECHNOLOGY

FACULTY:

Rona Affoumado

CAPSTONE TEAM:

Izabela Averyt

Olivia Gibson

Albertina Qelaj

Shefali Sood

Surgical technologies at the NYU Langone Orthopedic Hospital continue to evolve and expand, allowing surgeons to have better accuracy and spend less time in the operating room. Robotic-assisted total joint replacement surgery has shown additional benefits, such as faster recovery times and improved patient outcomes and satisfaction. Long-term, these technologies can be cost-saving for a hospital. The Capstone team was tasked with providing a financial analysis of the implementation of robotic technology for total joint and spine surgeries at three client sites: NYU Manhattan, NYU Brooklyn, and NYU Long Island. The team evaluated operating room volume data, reviewed current and upcoming orthopedic technologies, conducted a SWOT analysis, and researched market trends. The team's final report outlines recommendations to guide technological implementation at NYU Langone hospitals.

PANEL OF NATIONAL PATHOLOGY LEADERS

AN ASSESSMENT OF MEMBERSHIP ENGAGEMENT AND RETENTION

FACULTY:

Rain Henderson

CAPSTONE TEAM:

Sandra Carlino

Elise Freiberg

Audrey White

The Panel of National Pathology Leaders (PNPL) is a think tank established in 2019 that advances best practices in pathology and laboratory medicine. Steadily increasing membership engagement and retention is essential for PNPL's long-term success. The team was tasked with recommending strategies to increase membership engagement and retention with improved value offerings. The Capstone team conducted extensive market research into the membership offerings of comparable think tanks and professional medical membership organizations. The team also surveyed and interviewed multiple members, panelists, and advisors to better understand perceived and desired membership value. The final report outlines market research, survey and interview results, quick wins, and long-term recommendations to improve PNPL's membership engagement and retention.

RIP MEDICAL DEBT

EVALUATING THE SCOPE OF THE MEDICAL DEBT CRISIS

FACULTY:

Rain Henderson

CAPSTONE TEAM:

Keith Donlon

Maya Noonan

Bamidele Odusote

Established in 2014, RIP Medical Debt has eradicated over \$5.6 billion in medical debt to date, providing financial and mental relief for over three million people. Despite significant legislative changes like the Affordable Care Act, the national medical debt crisis persists, often destroying the financial stability of America's most vulnerable communities: the sick, the elderly, and the poor. RIP Medical Debt engaged a Capstone team to provide a comprehensive overview of the medical debt crisis, including extensive research to determine the scope of the crisis, how medical debt is created, why it persists, and who is most impacted. The team conducted a landscape analysis, interviewed key stakeholders, and surveyed existing efforts to decrease medical debt. The final report includes the team's analysis of the current state of medical debt as well as specific recommendations to guide RIP Medical Debt's emerging public policy agenda.

SIMULATION IN HEALTHCARE MANAGEMENT AND FINANCE

DIVERSITY IN HEALTHCARE

EXPLORING THE CURRENT STATE OF DIVERSITY IN HEALTHCARE

FACULTY:

Brian David

CAPSTONE TEAM:

Jennifer DiPaula

Julia Kaplan

Jordan Laib

Lisibeth Payano

Many healthcare organizations are working to improve their diversity efforts and outcomes, but ensuring that best practices are effective and sustainable has proven difficult. Many healthcare organizations have adopted Diversity, Equity, and Inclusion (DEI) initiatives, but is this truly leading to a paradigm shift in diversity management? With an aging American demographic and an increasingly diverse population, it is crucial to prioritize culturally competent strategies in cultivating a more equitable system for both patients and practitioners. The team undertook a literature review that outlined the current state of diversity in healthcare in the following categories: care, educational opportunity, cultural competency, executive-level involvement, and best practices. The team recommended making efforts to increase accessibility to healthcare education in minority communities and honoring these communities through appropriate cultural competency.

US PHYSICIAN SHORTAGE

NAVIGATING THE PHYSICIAN SHORTAGE IN THE US HEALTHCARE SYSTEM

FACULTY:

Brian David

CAPSTONE TEAM:

Adam Becke

Nora Brady

Hannah Tsuchiya

How should healthcare systems in the US navigate physician shortage? The COVID-19 pandemic drew attention to this shortage, but other long-term challenges, such as an aging baby-boomer population and climate change, may further stress physician supply. These shortages are occurring at uneven rates across the US, especially in relation to geographic region and practice. A team studied relevant peer-reviewed literature and industry and government reports from the past ten years, and explored a variety of operational and technological solutions that healthcare systems can leverage to manage local physician shortages. However, in this uncertain and evolving environment, organizational strategies alone cannot remediate the national shortage. The team recommends a push for federal and state policy changes to enhance clinical worker pipelines, incentivize the equitable geographic distribution of clinical workers, and increase access to telehealth solutions.

US TELEHEALTH UTILIZATION

EVALUATING TELEHEALTH UTILIZATION IN THE AGE OF COVID-19

FACULTY:

Brian David

CAPSTONE TEAM:

Ryan Ott

Marie Crouch

Julia Nanfara

Catherine Curtis

In the ongoing COVID-19 pandemic, healthcare delivery in the US continues to be affected by patient demand and limited resource supply. Telehealth services are a way to mitigate the demand and supply issue and have become integral to present-day healthcare delivery. A team analyzed the evolving use of telehealth services and technology within three distinct stages of the pandemic. The team organized its literature review chronologically and thematically, describing how telehealth utilization shifted for three primary stakeholders—patients, providers, and payers—during the varying timeframes. The team synthesized current literature and concluded that further research is needed to better understand the stakeholders' user experience and forecast the future utilization of telehealth services in the US beyond the pandemic.

CARMERA

USING PUBLIC DATA TO OPTIMIZE AUTONOMOUS VEHICLE HD MAPPING

FACULTY:

Sarah Kaufman

CAPSTONE TEAM:

Charles Cohen

Alana Pogostin

Greg Rivas

Victoria Majchrzak

CARMERA is an autonomous vehicle (AV) high-definition (HD) mapping company that specializes in roadway change management. It is critical for public safety that HD maps have granular and up-to-date information on road features to anticipate the road ahead. CARMERA enlisted a Capstone team to review data sharing policies at the federal, state, and city levels and help identify connections between roadway changes collected by cities and private AV firms. The team utilized a spatial regression model to examine whether public datasets can help predict the observed roadway changes from CARMERA's pilot program in San Francisco. Its preliminary findings indicate an opportunity for the optimization of private company data gathering based on public datasets. The team produced a final report detailing ways to use public data to inform policies and recommendations for cities and private AV firms with the shared goal of coordinated and efficient capture of roadway changes on HD maps.

METRO-NORTH RAILROAD

OPTIMIZING OPERATIONS BY DIGITIZING DATA

FACULTY:

Elizabeth Larsen

CAPSTONE TEAM:

Michael Fier

Rawan Mustafa

Alex Resnick

Ben Schwed

Metro-North Railroad (MNR), a subsidiary agency of the Metropolitan Transit Authority, is a suburban commuter rail system that runs service in New York City and its northern suburbs in the Hudson Valley and Connecticut. MNR enlisted a Capstone team to help establish a data management and performance dashboard for internal use to increase operational efficiency and enhance customer service. The team engaged in conversations with peer transit agencies to learn proven best practices and with MNR staff from key operational departments to understand data needs. Using research and real departmental data, the team developed a beta version of a data management and performance dashboard. The team developed an accompanying set of recommendations for the replication of the dashboard and future implementations across MNR. These deliverables will help create a more consistent data infrastructure and ensure data-driven service planning for the client.

NEW YORK BUILDING CONGRESS

EQUITY THROUGH URBAN DESIGN AND STREETScape INTERVENTIONS IN INWOOD, MANHATTAN

FACULTY:

Michael Keane

CAPSTONE TEAM:

Darine Alghazaly

Raud Rahmanian

Marc Sapeg

Mateos Shehu

Emily Sun

New York Building Congress (NYBC) is a membership association of contractors, architects, engineers, unions, real estate managers, developers, and owners who make up the building community of New York City. NYBC enlisted a Capstone team to develop policy recommendations for reimagining the public realm of the Broadway artery running through the Inwood neighborhood in northern Manhattan. The team conducted research on existing conditions, designed a community engagement strategy, and delivered a report with recommendations for interventions to create a safe and equitable space for all users. The team's final report will be utilized by NYBC in its advocacy efforts with policymakers for improving safety and enhancing the quality of life in the neighborhood.

NEW YORK CITY DEPARTMENT OF TRANSPORTATION

PLANNING FOR A PERMANENT OPEN RESTAURANTS PROGRAM

FACULTY:

Sarah Kaufman

CAPSTONE TEAM:

Joshua Crespo

Katrina Gustafson

Lauren Kupper

Parker MacLure

James Wilson-Schutter

The COVID-19 pandemic devastated the restaurant industry in NYC when establishments were forced to close their doors to limit the spread of the virus. In June 2020, the NYC Department of Transportation (DOT) launched the Open Restaurants program allowing restaurants to take over curb space for outdoor dining. While this program provided a lifeline for nearly 12,000 restaurants, it also increased competition for curb access. As the program is scheduled to become permanent in 2023, DOT engaged a Capstone team to evaluate program impact and recommend improvements. Focusing on five corridors across Manhattan, Brooklyn, and Queens, the team used a combination of field data collection and time-lapse camera data to evaluate the program's impact on traditional curb uses such as parking, passenger drop-off and pick-up, and deliveries. In its final report, the team detailed its findings and recommendations on modifying Open Restaurants regulations to inform long-term strategy and sustainability.

SUFFOLK COUNTY DEPARTMENT OF ECONOMIC DEVELOPMENT AND PLANNING

TRANSIT-ORIENTED DEVELOPMENT INDEX

FACULTY:

Michael Keane

CAPSTONE TEAM:

Jane Bartman

Seth Kerr

Sarah Saltz

Arvind Sindhvani

The office of Downtown Revitalization and Transit-Oriented Development at the Suffolk County Department of Economic Development and Planning (SCEDP) promotes the development, growth, and retention of industry clusters that facilitate job opportunities, private capital investment, and tourism. To support the County's efforts to retain and attract highly-skilled workers and young professionals, SCEDP works with municipalities to run technical and financing programs to promote transit-oriented development (TOD) around Long Island Rail Road stations. The Capstone team worked with SCEDP to develop a plan for a Suffolk County TOD Index, an analytical tool to assess the location-based potential for TOD development and compare TOD suitability across locations. To develop the index, the team identified the key drivers of TOD success in Suffolk County by analyzing large amounts of public data and existing TODs through site visits, desktop research, and stakeholder interviews. Based on index-indicated TOD readiness, the team conducted several site-level analyses and provided high-level recommendations for future TODs.

TOWN OF RYE

CRAWFORD PARK IMPROVEMENTS

FACULTY:

Elizabeth Larsen

CAPSTONE TEAM:

Sally Burns

Tyrell Davis

Jonathan Gonzalez

Joelle Miller

Anna Sampson

Town of Rye is located in Westchester County and comprises the Villages of Port Chester and Rye Brook, and the Rye Neck section of the Village of Mamaroneck. The Town's administration commissioned the Capstone team to offer a set of recommendations for the enhancement of Crawford Park as a public and social good to the entire Town of Rye community. To help Crawford Park better serve the Town's diverse community, the team explored affordability models, inclusive programming, and age-appropriate active and passive uses. Based on feedback collected from community members through digital surveys and focus groups, the team produced a final report outlining recommendations that inform future funding and planning efforts for Crawford Park.

C40 CITIES CLIMATE LEADERSHIP GROUP

ANALYZING THE COSTS AND BENEFITS OF AN URBAN REFORESTATION PROJECT

FACULTY:

Paul Smoke

CAPSTONE TEAM:

Jenny Chen

Elizabeth Ogunsanya

Jason Rameil

C40 Cities Climate Leadership Group is a global network of 97 mayors representing member cities that are engaged in low-carbon pathway development in order to confront the climate crisis. The member city of Freetown, Sierra Leone, has initiated the #FreetownTheTreeTown campaign to enhance climate resilience by reforesting parts of its territory with one million trees. Freetown City Council sought to understand the project's sustainability and identify areas for improvement. A Capstone team was tasked with conducting a cost-benefit analysis (CBA) to assess the potential financial, social, economic, and environmental impacts of the campaign. The team reviewed urban reforestation case studies, methodologies for quantifying non-monetary benefits, and carbon trading mechanisms. The team also conducted workshops with the client to understand project scope and stakeholder engagements and analyzed program data. The team's final deliverables consisted of a CBA model, a memorandum detailing outcomes and recommendations, and a presentation to C40 Cities and the campaign project team.

CHOLPORI

ASSESSING AND DEVELOPING TOOLS FOR A SUCCESSFUL PRODUCT LAUNCH

FACULTY:

Victoria Donohue

CAPSTONE TEAM:

Thora Kastner-Lang

Michelle Guo

Lauren Stackpoole

CholPori is a web-based, self-driven learning application that enables students in Bangladesh to enhance their literary learning both inside and outside the classroom. An estimated two-thirds of students in Bangladesh are currently reading below grade level literacy standards. In order to assess the learning application, which began its launch in January 2022, CholPori enlisted a Capstone team to create a product testing plan and data collection strategy. The team conducted a context and market analysis, using its results to develop a Classroom Implementation Assessment Tool and a post-launch usability survey. The data collected through the assessment tool and survey was designed to evaluate impact and inform CholPori's strategy. With evidence-based research and analysis, the team has helped lay the groundwork for CholPori's expansion into the Bangladeshi educational technology market.

EK KADAM AUR (ONE STEP AHEAD)

IMPROVING ACCESS IN LEARNING ENVIRONMENTS FOR STUDENTS WITH VISUAL DISABILITIES

FACULTY:

Victoria Donohue

CAPSTONE TEAM:

Kayla Savage

Maggie Soko

Tatiana Walker

Ek Kadam Aur, Hindi for “One Step Ahead,” is a nonprofit organization that provides education and skill-building resources to disadvantaged children in India and Nepal. Its High School Leadership Program (HSLP) offers world-class education to high school students in India. Ek Kadam Aur enlisted a Capstone team to aid in the development of its Technology for the Visually Challenged Program. Since the existing curriculum has not been adapted to meet the needs of students with visual impairments, the team was tasked with evaluating its accessibility and effectiveness. The team conducted a gap analysis to identify limitations of the current program structure and developed specific recommendations to improve accessibility and the inclusion of visually challenged

GLOBAL DIALOGUE

DEVELOPING THE STRATEGIC DIRECTION FOR A UK-BASED FISCAL HOST FOLLOWING BREXIT

FACULTY:

Paul Smoke

CAPSTONE TEAM:

Yuliya Antipova

Honor Donnie

Madeline Flaherty

Global Dialogue is an independent, international platform for philanthropic partnership, enabling funders to work together to advance human rights and social change within countries in the European Union (EU). Fiscal host organizations offer incubation and operational support for grants and small funders. Global Dialogue engaged a Capstone team to help determine its strategic direction as a UK-based fiscal host following Brexit. The team was tasked with evaluating the potential costs and benefits of partnering with an EU entity, establishing its own operation in an EU jurisdiction, or maintaining its current status. Using information obtained from desktop research and stakeholder interviews, the team prepared a final report outlining strategic options for Global Dialogue in the context of broader trends within the philanthropy and fiscal host sector.

MÉDECINS DU MONDE (DOCTORS OF THE WORLD)

IMPROVING ACCESS TO SEXUAL REPRODUCTIVE HEALTH SERVICES FOR ADOLESCENTS IN KINSHASA, DEMOCRATIC REPUBLIC OF THE CONGO

FACULTY:

Victoria Donohue

CAPSTONE TEAM:

Joelle Jabbour

Andrey Mcleggan

Sarah Sutphin

Médecins du Monde (Mdm) is a medical and humanitarian organization providing care to the most vulnerable populations in the world. For over 30 years, Mdm has supported Sexual and Reproductive Health (SRH) projects, and is especially committed to providing SRH services in crisis and development settings. Mdm engaged a Capstone team to identify telehealth approaches to improve SRH education and promote accessibility to SRH services for adolescents in Kinshasa, Democratic Republic of the Congo. In order to assess SRH interventions and specific needs in Kinshasa, the team conducted qualitative and literature-based research, created an environmental scan, and interviewed youth and institutional stakeholder groups. Using its research, the team created two digital survey tools and developed an annotated bibliography with existing scientific and operational studies on SRH interventions in low-resource settings. Based on its findings, the team proposed contextualized recommendations for Mdm to guide future SRH strategy and efforts.

OVERSEAS DEVELOPMENT INSTITUTE

ANALYZING THE DEVOLVING WATER SECTOR IN KENYA

FACULTY:

Paul Smoke

CAPSTONE TEAM:

Daniel Brenner

Karen Milanya

Joselyn Molina

Mihika Shah

The Overseas Development Institute (ODI) is Britain's leading independent think tank on international development and humanitarian issues. The ODI Development and Public Finance group has been working with NYU to develop an analytical framework for understanding the impact of intergovernmental finance arrangements on public service delivery in developing nations. ODI tasked a Capstone team with testing this framework in the devolving water sector of Kenya. The team collected data and conducted field interviews with key Kenyan stakeholders, including subnational and nongovernmental officials in four counties: Nyeri, Kirinyaga, Kiambu, and Murang'a. With its findings, the team prepared a final report with recommendations for ODI to develop their efforts to reform intergovernmental financial arrangements and improve the delivery of water and other public services.

UGANDA VILLAGE PROJECT

IMPROVING MONITORING, EVALUATION, AND LEARNING TOOLS FOR LONG-TERM IMPACT ASSESSMENT

FACULTY:

Victoria Donohue

CAPSTONE TEAM:

Ruqaiya Barazanji
Constanza Guarino
Marie Steiner

The Uganda Village Project (UVP) is a nonprofit organization that facilitates community health and well-being projects in rural Uganda. Their programming focuses on access to education and preventative services for HIV/AIDS, malaria, reproductive health, water, sanitation, and hygiene. UVP engaged a Capstone team to evaluate its current Monitoring, Evaluation, and Learning (MEL) tools and processes, and provide evidence-based recommendations for improvement. The team conducted a literature review on MEL best practices across various community health development programs. The team used its findings to develop strategies for consolidating existing survey tools, simplifying questionnaire design, and standardizing administrative procedures. The team presented its findings to UVP's on-site staff and developed a revised survey tool with the aim of collecting analyzable data for long-term outcome and impact measurement.

UNITED NATIONS CAPITAL DEVELOPMENT FUND

ASSESSING THE MUNICIPAL FINANCE ECOSYSTEM IN TANZANIA

FACULTY:

Paul Smoke

CAPSTONE TEAM:

Isabelle Hazel
Lydia Stockslader
Yelzhas Umirzakov
Saumya Wali
Boyoung Yun

The United Nations Capital Development Fund (UNCDF) Local Development Finance team supports local governments and economies in public service delivery in the world's least developed countries. UNCDF has been asked by the government of Tanzania to assist in the development of a municipal bond market. UNCDF engaged a Capstone team to assess the current spectrum of subnational development finance options and the larger intergovernmental and subnational fiscal ecosystem in Tanzania. The team conducted primary and secondary research to identify possible market opportunities for municipal finance in the country. The team synthesized its findings into a final report, providing recommendations for intergovernmental and subnational fiscal and governance reforms that could enhance the creditworthiness of subnational governments in Tanzania.

UNITED NATIONS CAPITAL DEVELOPMENT FUND

INVESTIGATING URBAN FINANCE AND THE FORM OF THE CITY IN INDONESIA

FACULTY:

Paul Smoke

CAPSTONE TEAM:

Rochelle Brahalla

Taylor Disco

Costanza Tremante

The United Nations Capital Development Fund's (UNCDF) Local Development Finance team is committed to facilitating effective urban infrastructure financing solutions in the world's least developed countries (LDCs). As LDCs experience rapid urbanization, municipalities face mounting pressures to deliver a variety of public services. As urban inequality increases, LDCs also encounter additional challenges to providing basic infrastructure to marginalized communities living in informal settlements and slums. UNCDF enlisted a Capstone team to create strategies to improve and democratize access to basic services through urban form. The team conducted research on proven practices for creating livable cities that prioritize human connection and mobility, and for urban development that promotes health, prosperity, and sustainability. The team also investigated existing financing mechanisms that prevent municipalities from realizing the ideal urban form and proposed alternative solutions for community development finance. The team's findings inform new efforts by UNCDF to create localized and specialized urban development funds.

WORLD BANK

DESIGNING AN INNOVATION HUB IN ETHEKWINI

FACULTY:

Paul Smoke

CAPSTONE TEAM:

Bojan Francuz

Akosua Serwaa

Frimpong

Mahima Sharda

Nursultan Suleimenov

The World Bank Group's Finance, Competitiveness & Innovation Global Practice recognizes the essential role that local governments play in building inclusive, healthy, resilient, and sustainable cities. The World Bank enlisted a Capstone team to assist in the conceptualization and design of an Innovation Hub in eThekwin (Durban), South Africa. This Hub will be a physical space for businesses and partners in the local innovation ecosystem to collaborate on private-sector efforts that address economic opportunities and social challenges. The team consulted with local stakeholders and researched municipalities with relevant comparable characteristics that have created and successfully managed innovation hubs. The team presented the client with high-level concept notes based on their findings, outlining potential vision, goals, key objectives, and partnerships, along with recommendations for sustainable management and operation of the Hub.

WORLD BANK

ANALYZING SUBNATIONAL GOVERNANCE OF RENEWABLE ENERGY POLICIES IN MEXICO

FACULTY:

Paul Smoke

CAPSTONE TEAM:

Rudina Brečani

Shannon Foley

Kaitlyn Holman

Maria Ponce Sevilla

The World Bank Group's Governance Global Practice supports client countries by helping them build capable, efficient, transparent, inclusive, and accountable institutions with the aim of eradicating extreme poverty and boosting shared prosperity. To combat the climate crisis, many countries have committed to reducing carbon emissions and reliance on fossil fuels. However, meeting these goals and sustaining climate action requires changes to intergovernmental relations and institutional frameworks that can be difficult to achieve. The World Bank enlisted a Capstone team to provide a comparative analysis of renewable energy policies and implementation in three states in Mexico: Jalisco, Tabasco, and Yucatan. The team conducted a comprehensive literature review and interviewed key stakeholders ranging from government officials and policymakers to nonprofits and academic institutions. Based on its findings, the team produced a final report with an analysis of current climate policy instruments and accountability measures in these three Mexican states, highlighting the most effective renewable energy policies and providing state-, federal-, and international-level recommendations.

EVICTION MORATORIUM AND COVID-19

EXAMINING THE IMPACT OF THE NYS EVICTION MORATORIUM ON COVID-19 INFECTIONS

FACULTY:

Ali Ahmed
Kristina Arakelyan

CAPSTONE TEAM:

Alexa DeAngelis
Andy Goldstein
Daniela Moreira
Isaiah Williams

On March 20, 2020, New York State Governor Andrew Cuomo announced a statewide moratorium on both residential and commercial evictions to mitigate the spread of COVID-19 by ensuring people could remain in their homes and not face displacement. The Capstone team examined the effectiveness of the eviction moratorium in mitigating the spread of the virus in NYC by using publicly available data on the city's evictions and COVID-19 cases. The team conducted difference-in-difference analyses to estimate the impact of the eviction moratorium on COVID-19 cases and the role of New York State's Emergency Rental Assistance Program (ERAP) and other social safety net initiatives. The initial results showed that the moratorium, post-ERAP start date, had significant effects in slowing the rate of new COVID-19 cases, overall hospitalizations, and deaths. The team's final report details its findings and conclusions, as well as possible policy implications for how local, state, and federal governments can prepare and address future public health crises.

FLOOD INSURANCE AND NEIGHBORHOOD REDEVELOPMENT

ANALYZING THE IMPACT OF NATIONAL FLOOD INSURANCE POLICY ON NYC NEIGHBORHOOD REDEVELOPMENT FOLLOWING HURRICANE SANDY

FACULTY:

Ali Ahmed
Kristina Arakelyan

CAPSTONE TEAM:

Gioia Kennedy
Matthew Maury
Matt Minner
Maggie Moss
Madeline Zdeblick

The National Flood Insurance Program (NFIP) of 1968 requires homes with federally-backed mortgages and located on land with the greatest risk of flooding to purchase flood insurance. When Hurricane Sandy struck New York in 2012, only 55% of one- to four- family homes in special flood hazard areas (SFHAs) had flood insurance, and many damaged homes in areas considered to be at low risk of flooding were uninsured. Recognizing that policymakers must address the increasing risk of climate change in coastal communities, especially those with high social vulnerability risks, the Capstone team explored the relationship between SFHA designation and neighborhood redevelopment in NYC census tracts impacted by flooding from Hurricane Sandy. Using a publicly available dataset, the team employed multiple regression models to test whether damage from Hurricane Sandy resulted in different development trends in SFHAs compared to non-SFHAs.

PARTICIPATORY BUDGETING IN NYC

EVALUATING THE EFFECT OF PARTICIPATORY BUDGETING ON REDISTRIBUTION OF PUBLIC FUNDS

FACULTY:

Ali Ahmed
Kristina Arakelyan

CAPSTONE TEAM:

Emily Brennan
Lesley Orellana
Victor Porcelli
Sophie Sharps

Participatory budgeting is a process in which community members decide how a portion of public funds should be spent. Participatory budgeting in New York City (PBNYC) began with four City Council districts in 2011 and has expanded to 31 of the 51 districts in 2019. One of the goals of PBNYC is to make public spending more equitable. Using publicly available data, the team conducted a difference-in-difference analysis to determine whether PBNYC results in a reallocation of capital project funds within districts and the extent to which these effects are moderated by neighborhood income level, gentrification, and political engagement. The team's findings provide insight into whether PBNYC actually increases resources where most needed and are particularly relevant for policymakers and other stakeholders planning for PBNYC implementation citywide.

SCHOOL CHOICE AND FUNDRAISING

ANALYZING THE IMPACT OF NYC HIGH SCHOOL ADMISSIONS POLICY ON SCHOOL FUNDRAISING

FACULTY:

Ali Ahmed
Kristina Arakelyan

CAPSTONE TEAM:

Charlotte Hsu
Julia Konrad
Jolly Luo
Xiangyu Ren

New York City implemented an open enrollment policy for high school admissions in 2004, allowing schools to set their own admissions policies and students to apply to schools outside their geographic zone—leading to an increase in admissions screenings based on factors such as student attendance and past academic performance. The Capstone team explored the impact of this policy on public school fundraising, hypothesizing that families seek out “opportunity hoarding” within screened schools. The team examined fundraising by school-supporting organizations as one measure of opportunity hoarding, constructed an original dataset linking publicly available tax records to school-level data to identify the change in per-pupil fundraising by school, and conducted a difference-in-difference analysis comparing the NYC school system to zoned districts within Long Island’s Nassau County. While the team found that overall fundraising increased after the 2004 policy change, the small sample of available data limits the statistical significance of the findings. The final report presents a model for linking fundraising data to individual schools and suggestions for improving data availability.

SPECIAL EDUCATION BIAS

UNDERSTANDING THE IMPACT OF ACCESS TO SPECIAL EDUCATION SERVICES ON STUDENT OUTCOMES

FACULTY:

Ali Ahmed
Kristina Arakelyan

CAPSTONE TEAM:

Shirisha Adhikarla
Ramelle Brown
Jasmine Jeffers
Yuzhen Wang

Students with special needs have historically been overlooked in the American public school system and only in the last 50 years has the federal government provided explicit protections for these students. Existing literature shows evidence of ongoing and significant differences in referrals to special education services based on race and gender. The Capstone team sought to understand whether, and to what extent, disparities in special education access contribute to disparities in educational outcomes for marginalized groups. The team analyzed data from the 2011 Early Childhood Longitudinal Study conducted by the National Center for Education Statistics (NCES) and developed a final report outlining its findings to help inform special education support and services.

CAPSTONE FACULTY*

Rona Affoumado, Independent Consultant

Ali Ahmed, PhD Candidate, Wilf Family Department of Politics, NYU

Elizabeth Angeles, Vice President, United Way of New York City

Kristina Arakelyan, Director of Program Monitoring, Evaluation and Strategic Planning, NYC Human Resources Administration

Sonia Balaram, Independent Consultant

Matthew Camp, Director of Government Relations, Teachers College, Columbia University

John Ceffalio, Senior Research Analyst, Municipals, CreditSights

Moschell (Mo) Coffey, Founder and Principal, Challenges and Solutions, LLC and Director, Fellowship for Emerging Leaders in Public Service (FELPS), NYU

Erin Connell, Director of BoardLead (US), Cause Strategy Partners, LLC

Michael Dardia, Independent Consultant and President, DM Advisory, Inc.

Brian David, Vice Chair for Clinical Integration & Administration, Mount Sinai Health System, Department of Medicine

Tricia Davies, Founder & CEO, Public Good Consulting, LLC

Victoria Donohue, Strategic Program Director, Grace Farms Foundation

Erica Foldy, Associate Professor of Public and Nonprofit Management and Director of Public and Nonprofit Management and Policy Program, NYU Wagner

Rain Henderson, Independent Consultant and Founder, Elemental Advisors

Sarah Kaufman, Associate Director, NYU Rudin Center for Transportation

Michael Keane, Director of Urban Planning, Cameron Engineering & Associates

Elizabeth Larsen, Director of Academic Development, NYU Wagner

Veronica Manning, Director of Operations, Center for Survivor Agency and Justice

Andy Moss, Managing Partner, Bluewater Associates and Founder, COR Method

Alexander Shermansong, Managing Partner, Digital Equity Partners

Paul Smoke, Professor of Public Finance and Planning and Director of Global EMPA Program, NYU Wagner

CAPSTONE DIRECTORS

Erica Foldy, Associate Professor of Public and Nonprofit Management and Director of Public and Nonprofit Management and Policy Program, NYU Wagner

John Gershman, Clinical Professor of Public Service and Director of the International Specialization, NYU Wagner

Elizabeth Larsen, Director, Academic Development, NYU Wagner

*The NYU Wagner Capstone faculty comprises both full-time and adjunct professors.

CAPSTONE ORGANIZATIONS

A Better Jamaica, **8**
Action Lab, **17**
Arthur Project, **8**
Attachment and Biobehavioral Catch-up, **9**
Broadway for Arts Education, **9**
C40 Cities Climate Leadership Group, **33**
CARMERA, **30**
CholPori, **33**
Citizens' Committee for Children of New York, **17**
Day One, **18**
Diversity in Healthcare, **28**
Echoing Green, **21**
Ek Kadam Aur (One Step Ahead), **34**
Eviction Moratorium and COVID-19, **39**
Expanded Schools, **10**
Flood Insurance and Neighborhood Redevelopment, **40**
Global Dialogue, **34**
Guidehouse, **12**
Hilltribe Organics, **22**
IMPACCT Brooklyn, **18**
Inclusive America, **14**
Jewish Emergent Network, **10**
League of Women Voters in the City of New York, **19**
Local Initiatives Support Corporation, **12**
Médecins du Monde (Doctors of the World), **35**
Metro-North Railroad, **30**
Mount Sinai Doctors Faculty Practice, **24**
Narrative Change Leaders Workshop, **23**
New American Leaders, **19**
New York Building Congress, **31**
New York City Board of Correction, **24**
New York City Department of Health and Mental Hygiene, **25**
New York City Department of Transportation, **31**
Numina, **14**
NYU Langone Department of Emergency Medicine, **25**
NYU Langone Orthopedic Hospital, **26**
Office of the Mayor of Providence, Rhode Island, **15**

Office of the Mayor of Trenton, New Jersey, **15**
Overseas Development Institute, **35**
Panel of National Pathology Leaders, **26**
Participatory Budgeting in New York City, **40**
Port Authority of New York and New Jersey, **16**
Pro Mujer, **22**
Queens Community House, **13**
Queens Public Library: Corporate Partnership Strategy, **11**
Queens Public Library: Impact Assessment of the Summer Reading Program, **11**
RIP Medical Debt, **27**
School Choice and Fundraising, **41**
Services for the UnderServed, **13**
Special Education Bias, **41**
Suffolk County Department of Economic Development and Planning, **32**
Supportive Housing Network of New York, **16**
TakeRoot Justice, **20**
Town of Rye, **32**
Uganda Village Project, **36**
United Nations Capital Development Fund: Municipal Finance Ecosystem in Tanzania, **36**
United Nations Capital Development Fund: Urban Finance in Indonesia, **37**
US Physician Shortage, **28**
US Telehealth Utilization, **29**
Veggie Fruitful, **23**
World Bank: Finance, Competitiveness & Innovation Global Practice, **37**
World Bank: Governance Global Practice, **38**

[WAGNER.NYU.EDU/CAPSTONE/CLIENTS](https://wagner.nyu.edu/capstone/clients)



NYU | WAGNER

Robert F. Wagner Graduate School of Public Service
New York University | The Puck Building
295 Lafayette Street, 2nd Floor
New York, NY 10012
212.998.7400 | wagner.nyu.edu