

2017/2018 PROJECT SUMMARIES

NYU WAGNER CAPSTONE



NYU

**ROBERT F. WAGNER GRADUATE
SCHOOL OF PUBLIC SERVICE**

PUBLIC SERVICE IS
THE HIGHEST **AND**
GOOD, WHEN
HONORABLY **DONE**
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 a challenge and identifying opportunities for a client, 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 including 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 5,900 students have completed nearly 1,400 projects for more than 800 organizations.

The summaries in this booklet represent the 71 Capstone projects from the 2017-2018 academic year.

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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. 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 9th nationally among all schools of public affairs, NYU Wagner has been teaching students rigorous methods of management, policy, and planning for over 75 years. We offer Master of Public Administration, Master of Urban Planning, Master of Science in Public Policy, Executive Master of Public Administration, and Doctor of Philosophy degree programs.

wagner.nyu.edu

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ACHIEVEMISSION

INFORMING A STRATEGIC PLANNING PROCESS

FACULTY: Erica Foldy

CAPSTONE TEAM: Elizabeth Angeles, Molly Canavan, Tracey Kirke, Emily Klinger, David Ng

AchieveMission is a national consulting firm committed to enhancing the impact of social sector organizations through leadership development and talent management. Following the fulfillment of its first strategic plan and a change in leadership, AchieveMission engaged a Capstone team to inform its second strategic plan. The team completed an internal and external assessment, a literature review, and an environmental scan to develop a solid understanding of the market in which AchieveMission operates. The team also interviewed and surveyed a variety of stakeholders—including employees, clients, prospective clients, and board members—and analyzed AchieveMission’s governance and operations. The team synthesized their findings into a final report for AchieveMission’s leadership team and board. The report included actionable recommendations around service offerings, target clients, and internal structural recommendations.

AMERICAN MUSEUM OF LGBT CULTURE & HISTORY

INFORMING THE PLANNING PROCESS OF A MUSEUM’S CREATION

FACULTY: Sonia Balaram

CAPSTONE TEAM: Greta Essig, Arman Hirose-Afshari, Christina Napolitano, Katharine Zeigler

Over the past two years, a committee of LGBT community leaders and activists took preliminary steps towards creating a museum focused on LGBT history and culture. The committee enlisted a Capstone team to research the stages of museum development and create recommendations for a strategic plan. The team performed extensive research on how museums are founded and shaped, conducted an environmental scan to understand the landscape the new museum would be entering, developed a strategic business plan to help guide the committee through the early stages of the museum’s development, and generated a set of final recommendations. The team’s research findings, business plan, and recommendations culminated in a final report that will inform the planning group as they pursue the establishment of the museum.

THE BRONX DEFENDERS

MEASURING CLIENT SATISFACTION TO IMPROVE SERVICE QUALITY

FACULTY: Erica Hamilton

CAPSTONE TEAM: Martha Askandar, Darryn Glenn, Rachel Lieberman, Crissi Mann, Lily Pepper

The Bronx Defenders (BxD) provides client-centered, holistic services to low-income people in the Bronx, including family defense services that prevents children in the Bronx from being taken unnecessarily from their families and placed in the child protection system. Believing that client satisfaction is a central pillar in this effort, BxD engaged a Capstone team to support efforts to improve the quality of its family defense services by measuring client satisfaction. The team developed a survey and methodology based on the results of their background research, in-person interviews, and court shadowing. After piloting the survey in the Bronx Family Court, the team analyzed the results and created a comprehensive report outlining recommendations for data-informed process changes to improve BxD’s client satisfaction outcomes.

CHABAD ON CAMPUS INTERNATIONAL

ESTABLISHING STANDARD OPERATING PROCEDURES FOR JEWISH CAMPUS HOUSING

FACULTY: Erica Foldy

CAPSTONE TEAM: Charis Chong, Rachel Corke, Cody Dulock, Larry Ginsburg, Katherine Ng

Chabad on Campus International (COCI) is the parent organization overseeing 256 independent houses that are a “home away from home” for Jews on university campuses. The houses have a lot of autonomy, which has resulted in a lack of operational consistency. COCI engaged a Capstone team to create a set of adaptable and scalable standard operating procedures (SOPs) that will communicate best practices, reduce redundancies, and serve as a central resource. The team conducted an environmental scan to identify best practices on the development and implementation of SOPs, surveyed all the Chabad houses, and interviewed a diverse sample of house administrators to identify areas of weakness. After analyzing the data, the team concluded that more resources are needed to standardize operations around the following: launching a new house, financial management, event planning, marketing, human resources, and campus relations. The team’s final deliverable detailed the resources necessary for addressing these areas and provided recommendations for future areas of development.

CHURCH OF THE HOLY APOSTLES

MINIMIZING AND DIVERTING A SOUP KITCHEN'S FOOD WASTE

FACULTY: Kevin Hansen

CAPSTONE TEAM: Grace Do, Zachary Harr, Caitlin Krow, Nathaniel Moldoff

Holy Apostles Soup Kitchen (HASK), the largest emergency food program in New York, feeds and supports the city's homeless and hungry. HASK enlisted a Capstone team to track, minimize, and repurpose food waste generated by the soup kitchen. The team conducted a food waste audit and environmental scan to quantify HASK's food waste, identify the key sources of that waste, and benchmark findings against comparable organizations. The team connected HASK to a program run by the NYC Department of Sanitation (DSNY) called Organics Collection, which delivers compostable waste from regular landfill pick-ups to other facilities for processing into compost or renewable energy. Identifying the program as an ideal mechanism for HASK to repurpose its waste, the team accompanied HASK to an implementation meeting with DSNY and a visit to a public school enrolled in the program to learn about the service. By joining the Organics Collection, HASK will be able to divert more than 25 tons of organic waste from landfill to compost annually. Finally, the team provided next-step recommendations for reducing food waste as HASK continues their sustainability efforts.

DAY ONE

DEVELOPMENTAL EVALUATION GUIDE FOR THE ECEI PILOT PROGRAM

FACULTY: Quintin Haynes

CAPSTONE TEAM: Samantha Breslin, Wendy Carranza, Daymiris Gell, Tatiana Villanueva-Colman

Day One is the only organization in New York that works with young adults to end dating abuse and domestic violence through community education, supportive services, legal advocacy, and leadership development. Day One is currently piloting its Early Childhood & Elementary Initiative (ECEI), which aims to equip students in kindergarten through sixth grade with the skills and support to recognize and participate in healthy relationships once they are of dating age. Day One engaged a Capstone team to assist in the development of an evaluation guide for the program. The team researched different pilot program evaluation strategies and best practices for designing social and emotional learning curricula. The team also conducted interviews with industry professionals to inform their knowledge of the field and how ECEI is performing. Their research culminated in a developmental evaluation guide that equips Day One with a step-by-step action framework to measure the preliminary efficacy of the ECEI pilot program.

GOODWILL INDUSTRIES OF GREATER NEW YORK & NORTHERN NEW JERSEY

IMPROVING THRIFT STORE DONOR EXPERIENCE

FACULTY: Erica Hamilton

CAPSTONE TEAM: Harry Adler, Staphany Lu, Brian O'Neil, Liliana Sanchez Montenegro

Goodwill Industries aims to empower individuals with disabilities and other barriers to employment to gain independence through the dignity and power of work. The organization uses revenues generated from their thrift store sales to fund their programs and services. Facing changing trends in the donated goods space, Goodwill NYNJ enlisted a Capstone team to develop strategies to improve the donor experience. The team conducted 10 observational store visits across five diverse locations and spoke with over 50 donors. Based on their assessments, the team identified several key areas of improvement for Goodwill NYNJ and recommended the following three changes to improve the donor experience: a detailed strategic communication plan via social media and email marketing to more effectively communicate with donors throughout the donor lifecycle; a revamped Standard Operating Procedures guide to ensure a consistent and top-notch level of customer service across all store locations; and a new loyalty program to develop lifelong donors and advocates.

HOMELESS SERVICES UNITED

GUIDING STRATEGIC PLANNING THROUGH PROGRAM EVALUATION

FACULTY: Kevin Hansen

CAPSTONE TEAM: Favio German, Scott Leisner, Ziye Li, Stacy Sakane

Homeless Services United (HSU) is a coalition of nonprofits serving the homeless population and at-risk adults and families in NYC. HSU provides advocacy, information sharing, technical support, and training to its 50 member agencies to expand their capacity and maintain their high-quality service provision. HSU enlisted a Capstone team to evaluate the organization's program implementation and development processes. The team conducted a review of the organization's operational framework and program design, interviewed key stakeholders, and undertook comparative research of best practices in program evaluation. The team also surveyed member organizations regarding their experiences in service delivery to identify current strengths, weaknesses, and opportunities for improving HSU's support of their members. Given the results, the team crafted a final report including an analysis of gaps in the program implementation, program assessment tools, targeted recommendations for leveraging the findings, and tools to facilitate a short- and long-term strategic planning process.

HOSA-FUTURE HEALTH PROFESSIONALS

STRATEGIES FOR INCREASING ALUMNI ENGAGEMENT

FACULTY: Quintin Haynes

CAPSTONE TEAM: Joyce Chiao, Alexandra Hare, Farah Louis, Viktoriya Syrov

HOSA-Future Health Professionals (HOSA) is an international organization that supports students pursuing careers in healthcare through leadership training and competitive events. Despite having served over two million members, HOSA lacks a robust alumni engagement strategy to leverage this population, with only 20,000 alumni currently registered in their database. HOSA engaged a Capstone team to assist with developing a strategy to grow their alumni network and increase industry brand awareness. The team completed external and internal assessments of current alumni engagement practices, evaluated areas for improvement, and determined motivating factors for alumni engagement. The team's assessments consisted of a literature review; over 40 interviews with external and internal stakeholders; a survey of members and alumni; and an analysis of HOSA's membership databases, social media platforms, and website. Building on their findings, the team delivered a strategic plan for enrolling and engaging alumni that incorporates recommendations for cultivating brand awareness and industry partnerships.

OPENING ACT

MEASURING A THEATER ORGANIZATION'S IMPACT IN ALTERNATIVE HIGH SCHOOLS

FACULTY: Erica Hamilton

CAPSTONE TEAM: Joanna Bould, Arielle Conti, Karla Floris, Meirah Shedlo, Tracy Similien

Opening Act is a nonprofit organization that provides theater programs for students in New York City's most underserved public schools with the goal of providing students with the confidence and skills to succeed in life and become leaders in their communities. Opening Act partnered with District 79 Alternative Schools and Programs to assist in achieving the district's mission of ensuring that students whose studies were interrupted stay on track for high school graduation. Opening Act enlisted a Capstone team to provide recommendations on measuring, evaluating, and demonstrating the client organization's impact working with District 79 students and meeting their unique needs. The team conducted stakeholder and peer organization interviews, a literature review, and site visits to decipher relevant means of measuring Opening Act's impact. Utilizing the data, the team proposed a comprehensive evaluation process and set of tools to identify key metrics and measure impact.

READING HOLIDAY PROJECT

DEVELOPING A STRATEGIC GROWTH STRATEGY FOR BARBERSHOP BOOKS

FACULTY: Sonia Balaram

CAPSTONE TEAM: Jonathan Cabrera, Candace Chin-Robertson, Benjamin Engle, Mildred Ngminebayihi, Joi Rae

The Reading Holiday Project is a nonprofit literacy organization based in New York City. The organization's debut program, Barber-shop Books, aims to help young black boys identify as readers by placing children's reading spaces in barbershops. Barber-shop Books is looking to grow its program and scale its operations. The Capstone team supported Barber-shop Books in developing a strategic growth plan. The team completed a literature review regarding best growth practices for comparable nonprofits and an environmental scan analyzing information from nonprofit literacy stakeholders. The team's final report issued recommendations on expanding Barber-shop Books, including ways to utilize performance indicators, strategies for developing a diverse board of directors, and techniques for engaging targeted stakeholders.

THE SHEFA SCHOOL

RECOMMENDING STRATEGIES FOR INCREASED SCHOOL CAPACITY

FACULTY: Kevin Hansen

CAPSTONE TEAM: Ilana Beller, Alix Haber, Yi Meng

The Shefa School (Shefa) is the only Jewish school for students with language-based learning disabilities in the United States. Founded four years ago with just 24 students, Shefa has grown organically and consistently, now serving 110 students. However, without a plan to grow its physical and operational capacity, the school will be unable to accommodate the increasing number of students who can benefit from its curriculum and programming. Shefa enlisted a Capstone team to aid in the development of an effective growth plan to meet enrollment demand. The team performed a market analysis and a stakeholder analysis, which engaged parents, feeder schools, and service professionals in the field. With the results, the team provided recommendations for a growth strategy that will serve as the groundwork for the school's five-year strategic plan.

VICTORY HOUSING

DEVELOPING A MEASURABLE AND IMPACTFUL GRANT-MAKING PROCESS

FACULTY: Kevin Hansen

CAPSTONE TEAM: Michelle Avila, Sarah Dadson, Audrey Lapiner, Bora Lee

Victory Housing, the nonprofit housing development arm of the Archdiocese of Washington, provides affordable housing and related support services for mixed-income seniors and low-income families in DC and Maryland. Victory Housing uses donated funds to disseminate one-time grants to residents and hourly staff in times of need. Historically, Victory Housing has not had a formal process for defining emergency needs, selecting recipients and award amounts, distributing funds, or measuring impact. Victory Housing enlisted a Capstone team to develop a grant-making process that is measurable and impactful. The team conducted an assessment of key stakeholders to determine levels of need and to assess the feasibility of a grant-making process for the organization. Utilizing data from interviews, surveys, and industry research, the team provided targeted recommendations for Victory Housing to conduct systematic grant-making, assess the impact of these grants, and leverage their successes toward future fundraising and program development.

WOMEN'S COMMUNITY JUSTICE PROJECT

PROCESS EVALUATION OF A PRETRIAL HOUSING PROGRAM

FACULTY: Erica Foldy

CAPSTONE TEAM: Pamela Dicent, Miriam Hunte, Jessica Murphy, Benjamin Schanback, Emma Spalti

The Women's Community Justice Project (WCJP), a joint initiative among five agency leaders serving women, offers stable housing and services to women at their arraignments for the duration of their pretrial release. The project has diverted dozens of women from Rikers Island through housing provided by partner organizations. WCJP enlisted a Capstone team to evaluate its intervention process at arraignment, to review similar models around the country, and to track the progression of this nascent program. The team conducted interviews with the leadership and staff of WCJP and its partners, analyzed program-generated data, and assembled a literature review. Their final report included an in-depth process evaluation of the program's referral and intake procedures, as well as recommendations to ensure the sustainability of WCJP's services.

PROJECT SUMMARIES

FINANCE

BLOOMBERG ASSOCIATES

ANALYSIS OF FINANCIAL VEHICLES FOR SUSTAINABLE INFRASTRUCTURE

FACULTY: Brian David

CAPSTONE TEAM: Daniel Coates, Yaqi Lei, Zhuoran Li, Sabaa Modi, Juan Xu

Bloomberg Associates is a philanthropic international consulting firm aimed at helping city governments improve quality of life for their citizens. The Bloomberg Associates Sustainability Practice (BASP) works with client cities to find ways to finance sustainability solutions, including distributed and large-scale infrastructure. BASP engaged a Capstone team to assist in evaluating financing methods for sustainable infrastructure programs, and to develop a financing strategy for the City of Nashville to implement energy efficient solutions in low-income residential buildings. The team conducted an initial literature review, interviewed economic and financial experts, and collected additional data. The team identified new methods of financing, key barriers, and enabling conditions for infrastructure projects such as building retrofits, recycling expansion, energy distribution, stormwater management, and prevention of coastal and riverine flooding. The team produced a comprehensive analysis of financial vehicles available to cities worldwide, and their research will be used in evaluating energy efficiency in Memphis and Knoxville.

GREENCORPS CHICAGO

DEVELOPING FINANCIAL MODELS FOR PROGRAMMATIC STABILITY

FACULTY: Brian David

CAPSTONE TEAM:

Matthew Bender, Zun Geng, Katsiaryna Supino, Yinlingyan Wang

Greencorps Chicago (GC) provides green industry job training programs for individuals in Chicago with barriers to employment. GC participants receive a stable income, work experience, training and certification, and wraparound services to improve their likelihood of sustaining employment upon the culmination of the program. GC currently operates as a public-private partnership between the City of Chicago and a local landscaping firm, providing landscaping and ecological restoration services to other government agencies and entities. However, the current structure does not provide the organization with consistent and predictable revenue streams. GC enlisted a Capstone team to review and build financial models that would provide GC with greater financial and programmatic stability. The team conducted a literature review; interviewed peer organizations; and analyzed GC's structure, finances, and market position. Based on their findings, the team delivered a final report to GC recommending a structural model that best positions the program for financial sustainability and program expansion.

LOW INCOME INVESTMENT FUND

ASSESSING THE FEASIBILITY OF A SHARED SERVICES PLATFORM FOR EDUCATION CENTERS

FACULTY: Brian David

CAPSTONE TEAM:

Magdalena Concha, Yimeng Li, Xingyang Lu, William Weber, Jingyi Zhang

The Low Income Investment Fund (LIIF) is a community-focused lending institution that invests capital in low-income people and communities. LIIF partners with programs offering affordable housing, childcare, education services, healthcare, and transit-oriented development to improve conditions and opportunity for people living in low-income areas. LIIF enlisted a Capstone team to assess the feasibility of launching a shared services platform (SSP) to support early childhood education centers in NYC. The team analyzed existing SSP models, interviewed experts, discussed services with potential clients, estimated demand, and developed an economic model. The team delivered a final report, including a business plan, budget, marketing strategy, and outreach plan, which will be used to implement the platform and optimize its impact.

NATIONAL AUDUBON SOCIETY

STRATEGIES TO ENHANCE THE FINANCIAL VIABILITY OF ENVIRONMENTAL PROJECTS

FACULTY: John Ceffalio

CAPSTONE TEAM:

Audrey Campbell, Lucia Herz, Edwin Jacobi

The National Audubon Society (Audubon) is a nonprofit environmental organization that seeks to conserve and restore natural ecosystems and wildlife for the benefit of humanity and the earth's biological diversity. Despite growing demand for investable social and environmental enterprises, a lack of viable environmental projects that can both generate financial returns and environmental gains persists. Audubon engaged a Capstone team to develop strategic recommendations for leveraging its existing programs and generating the gains mentioned above. The team conducted in-depth research, interviews with impact investing practitioners, and an extensive analysis of Audubon's internal programs. Based on their research, the team delivered a final report that offers a clear description of the impact investing field, preliminary steps the Audubon team should consider, and strategic recommendations on how to use impact investments to finance and scale the organization's existing programs.

NEW YORK CITY OFFICE OF MANAGEMENT AND BUDGET

INFORMING THE IMPLEMENTATION OF SAVINGS INITIATIVE FOR RETIREMENT-ELIGIBLE EMPLOYEES

FACULTY: John Ceffalio

CAPSTONE TEAM:

Ana Castro-Mendoza, Ana Jerolamon, Zheng Wang, Lauren Williams, Ke Zhang

The New York City Mayor's Office of Management and Budget (OMB) is NYC's chief financial agency, and its Citywide Savings Unit is the unit responsible for city agency programming aimed at reducing city spending. It is estimated that nearly 10 percent of civilian employees will soon retire, which leads to increased costs to the city and potentially reduced intellectual capital and expertise. The Citywide Savings Unit recently announced Redeploy, a new citywide initiative that allows retirement-eligible employees to shift from full- to part-time status while officially filing for retirement—thus collecting both pension and wages for part-time employment. OMB engaged a Capstone team to conduct comprehensive research and a literature review on similar national and international government programs. Based on their findings, the team outlined and presented their recommendations to the Citywide Savings Unit, which will position OMB for a more successful implementation of the Redeploy initiative.

UNITED WAY OF MASSACHUSETTS BAY AND MERRIMACK VALLEY

FINANCIAL MODELING OF THE COST OF POOR CREDIT IN
MASSACHUSETTS

FACULTY: John
Ceffalio

CAPSTONE TEAM:
Yujing Chen, Melissa
Mayer, Haojun Qiu,
Peter Relyea, Jingyi
Wang

The United Way of Massachusetts Bay and Merrimack Valley (United Way), a social services organization providing community programming, is launching a credit building initiative called Boston Builds Credit (BBC). BBC aims to help 25,000 residents achieve prime credit scores by 2025. In Boston, over 50 percent of the population has either low or no credit, subjecting them to higher interest rates and fees on important expenses. The United Way engaged a Capstone team to assess the costs of having low or no credit at the individual and the city levels. The team conducted financial modeling, interviews with experts, and extensive research, concluding that poor credit costs \$200,000 more in fees over a lifetime. The team also measured the impact of BBC by calculating the savings generated when individuals improve their credit scores.

PROJECT
SUMMARIES

POLICY

CITIZENS UNION FOUNDATION

COST ANALYSIS OF NEW YORK STATE ELECTION REFORMS

FACULTY: Meridith
Seife

CAPSTONE TEAM:
Caroline Iosso,
TiYanna Long, Laura
Miller, Laura Mowry,
Joseph Sutkowi

Citizens Union Foundation (Citizens Union), an NYC-based democratic reform organization, seeks to inform, empower, and organize citizens around voting reforms in New York State. New York State has the fourth-lowest voter participation rate and some of the most restrictive voter laws in the country. Many state legislators and county elections officials have not rallied around proposals that aim to increase accessibility and efficiency in elections, often citing the magnitude and uncertainty of costs as an impediment to change. Citizens Union engaged a Capstone team to assess the implementation and ongoing costs and savings of three election reforms: electronic poll books, combining the state and federal primary elections, and early voting. The team analyzed the costs of implementing these reforms in other states and worked with elected officials to apply these costs to New York State. The team delivered a comprehensive report outlining short- and long-term cost estimates for New York State and its counties.

CITY UNIVERSITY OF NEW YORK

DEVELOPING STRATEGIES TO INCREASE FEDERAL STUDENT AID
APPLICATIONS

FACULTY: Corey
Blay

CAPSTONE TEAM:
Emily Forgione,
Gail Hankin, David
Luscombe, Sawyeh
Maghsoodloo

The City University of New York (CUNY), America's largest public university system, serves over a quarter million students across the five boroughs of NYC. CUNY schools provide opportunities for a diverse student body, with a large share of undergraduates hailing from families that earn less than \$20,000 a year. Seeking to improve CUNY's financial accessibility, the CUNY Office of Policy Research engaged a Capstone team to help understand why students fail to file the Free Application for Federal Student Aid (FAFSA) and determine the most effective interventions to increase FAFSA participation. The team conducted a literature review of existing research and interventions, performed a quantitative data analysis to identify characteristics of FAFSA non-filers at CUNY, and surveyed students to supplement statistical findings with real narratives. The team's final report analyzes their findings and recommends targeted interventions to increase FAFSA filing rates and help eligible students take full advantage of federal aid resources.

FOOD BANK FOR NEW YORK CITY

INVESTIGATING THE PUBLIC HEALTH IMPLICATIONS OF SNAP
FUNDING CUTS

FACULTY: Meridith
Seife

CAPSTONE TEAM:
Amy McDermott,
Daniel Wagner, Hai
Zhou, Mike Zhu

The Food Bank for New York City (Food Bank), a nonprofit social services organization and leader in food advocacy and policy, aims to end hunger by organizing food, information, and support for community survival, empowerment, and dignity. Food Bank commissioned a Capstone team to determine the public health impacts of potential funding cuts to the Supplemental Nutrition Assistance Program (SNAP). The team focused their work on estimating the potential increase in rates of depression, diabetes, and hypertension associated with increased food insecurity due to funding cuts. The team completed a comprehensive literature review and meta-analysis of research related to food insecurity and the aforementioned public health measures. The team translated the results into tools and graphics that the client can readily share with SNAP stakeholders.

NYC OFFICE OF THE PUBLIC ADVOCATE

CREATING A CITYWIDE PLANNING FRAMEWORK

FACULTY: Corey Blay

CAPSTONE TEAM: Anabel Perez, Kate Reese, Frank Stiefel

The New York City Office of the Public Advocate (OPA) is responsible for addressing numerous challenges faced by New Yorkers, including working to build a progressive agenda centered on pressing issues—particularly the feminization of poverty, creating and protecting affordable housing, and advocating for marginalized communities. The Policy Unit of OPA engaged a Capstone team to conduct a qualitative study that would inform the reform of the city planning process and include a more holistic planning approach based on true community involvement. The team conducted telephone and face-to-face interviews and held focus groups with OPA's advisory group, city officials, and NYU faculty to understand traditional challenges to comprehensive planning in NYC. Additionally, the team studied best practices from other US cities, including Los Angeles, Houston, and Seattle, to pinpoint concrete examples where citywide planning frameworks and community-based plans work collectively. The team's research culminated in a final report and presentation that summarized the findings and subsequent recommendations.

WEST SIDE FEDERATION FOR SENIOR AND SUPPORTIVE HOUSING

DIVERSIFYING REVENUE STREAMS TO SUSTAIN SENIOR CENTER OPERATIONS

FACULTY: Corey Blay

CAPSTONE TEAM: Katherine Kostreva, Hui Qian, Michelle Sabbagh

The West Side Federation for Senior and Supportive Housing (WSFSSH) aims to provide safe and affordable housing for older adults with supportive services that enhance their dignity and independence. The Department for the Aging (DFTA) awarded WSFSSH a grant to develop two senior centers in the South Bronx, but the grant alone will not sustain the centers. WSFSSH enlisted a Capstone team to investigate options for diversifying revenue streams and assessing non-DFTA options for funding the operating costs of the two centers. The team conducted research on social impact investments, developed benchmarks and metrics to assess potential external programs, outlined a summary of potential partners, and recommended the most viable cross-sector partnerships. Through a literature review, information synthesization, and key stakeholder interviews, the team provided WSFSSH with a strategic action plan that covers analysis of monetization strategies, criteria for partnerships, and specific recommendations for the most valuable partnering opportunities.

PROJECT SUMMARIES

SOCIAL IMPACT, INNOVATION, AND INVESTMENT

CITI VENTURES

DEVELOPING A SMART CITIES STRATEGIC FRAMEWORK AND INDEX

FACULTY: Scott Taitel

CAPSTONE TEAM: Dannialles Ben-Dominguez, Brendan Culliton, Jie Ding, Kristie Nguyen

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 enlisted a Capstone team to provide a blueprint for a long-term smart city strategic framework that assesses future products and services against clear strategic goals. The framework would support the development of a preliminary smart cities index and a product or service that should be revenue generating and implementable in one to five years. The team conducted stakeholder interviews and industry research to inform their framework design. The team delivered a final report to Citi Ventures, which included a smart cities strategic framework, a business plan, five-year pro formas, an operational narrative of a proposed smart cities product, and recommendations that support the development of a smart cities index.

GRAND CENTRAL TECH

MEASURING THE SOCIAL IMPACT OF EARLY- AND GROWTH-STAGE FIRMS

FACULTY: Scott Taitel

CAPSTONE TEAM: Alexis Herschkowitsch, Loulou Momoh, Zuowen Wei, Ziyang Zhao

Grand Central Tech (GCT) is an initiative funded by the NYC Economic Development Corporation that aims to support and advance companies addressing NYC's most pressing urban challenges. GCT is considering incorporating social value consideration into its startup screening, valuation, and mentoring process. GCT enlisted a Capstone team to create an introductory tool for assessing early- and growth-stage social impact firms. The team researched existing forms of social impact measurement, conducted informal interviews with companies in the GCT portfolio, and developed and administered a survey of GCT companies to evaluate social impact potential. Based on the results, the team created a Social Impact Dashboard for GCT, accompanied by a comprehensive report about the state of social impact evaluation within the field.

MOTIVOTE

ENHANCING YOUTH VOTER ENGAGEMENT THROUGH A DIGITAL PLATFORM

FACULTY: Scott Taitel

CAPSTONE TEAM: Emily Graham, Rachel Konowitz, Jessica Riegel, Adam Steinberg

In the US, people between the ages of 18-29 consistently vote at lower rates than any other demographic. In response, a Capstone team created Motivate, a digital platform strategically designed to encourage voting accountability among young Americans. The Motivate team conducted a literature review, a competitor and stakeholder analysis, and administered over 100 interviews with young individuals. The findings informed the creation of Motivate's platform, which incentivizes voting by making it fun and habit-forming through friendly competition and rewards. Users form teams and make refundable monetary pledges that are returned once the entire team has voted. The Motivate team piloted the platform during the Pennsylvania special congressional election to evaluate the feasibility of implementing it in a district-wide election. The team also piloted the platform in the Wagner Student Association election. Lessons learned from the pilots helped inform Motivate's operational strategy, plan for scaling, and wireframe design. The team's work culminated in a comprehensive wireframe and a robust business case, including a launch plan to be executed in the summer of 2018.

TACTICAL MENTOR

DEVELOPING A WAGE NEGOTIATION PLATFORM TO NARROW THE GENDER AND RACE WAGE GAP

FACULTY: Scott Taitel

CAPSTONE TEAM: Michael Brocker, Harriet Flavel, Jeffrey Jiménez, Jasiel Martin-Odom, Jasmin Matos

Women earn 54 to 87 cents for every dollar earned by their Caucasian male counterparts. Most of this wage gap is "explained" by characteristics such as experience, education, and occupation. However, over 20 percent of the wage gap is "unexplained" and represents the wage penalty. A significant contributing factor to this penalty is the tendency for women and people of color to refrain from salary negotiation, and a higher likelihood of penalization when they do negotiate. A Capstone team developed the hypothesis that if these populations negotiate more and better, the wage gap will narrow. The team completed a literature review, interviews, a design sprint, and a component design, followed by user testing and product design. They developed a product called Tactical Mentor, which offers finance professionals tools to evaluate their job offers, improve their negotiation skills, and receive better compensation packages. The team developed a business case that presents Tactical Mentor's value proposition, competitive landscape, and business model.

TRANSFORM FINANCE

INNOVATING DIVESTMENT AND SHAREHOLDER ENGAGEMENT INVESTMENT STRATEGIES FOR SOCIAL CHANGE

FACULTY: Scott Taitel

CAPSTONE TEAM: Michael Cox, Stephanie Owens, Kyung Won (Nate) Park, Arshele Tyus

Transform Finance is an investment network for asset owners that connects investors to community-based organizations (CBOs). Transform Finance serves marginalized communities and advises investors and CBOs on how to maximize the impact of their investment and capital. Given the increasing relevance of its work to institutional investors, Transform Finance engaged a Capstone team in exploring new tools to advance social change through the public capital markets. The organization's goal is to push beyond traditional divestment and shareholder engagement strategies within the constraints of prudent portfolio management. The team conducted comprehensive research and produced analysis about existing capital allocators and financial innovations, while examining innovative tools and strategies for the organization to consider. The team's research material and analysis culminated in a set of final recommendations for capital allocators and financial innovations.

HEALTH MANAGEMENT, FINANCE, AND POLICY

THE ALLIANCE FOR POSITIVE CHANGE

DEVELOPING KEY PERFORMANCE INDICATORS FOR IMPROVING HEALTH OUTCOMES

FACULTY: Robert Criscuolo

CAPSTONE TEAM: Junior Burgos, Jean Youn Lee, Rachel Nelson, Lela Sabashvili, Adi Yeheskiel

The Alliance for Positive Change (Alliance) is a multiservice organization that focuses on helping New Yorkers who live with HIV and other chronic health conditions. The Alliance connects clients to housing assistance, medical care, and peer support to help them achieve a healthy and stable lifestyle. To improve health outcomes for their target populations, the Alliance engaged a Capstone team in developing a list of key performance indicators (KPIs) that measure program effectiveness and client engagement. The team interviewed directors and vice presidents of the Alliance's Peer Program and Care Management Program to understand fully the organization's strategy and operational priorities. The team then conducted a literature review, environmental scan, and an organizational assessment to derive pertinent KPIs. The team used their findings to recommend operational protocols that will ensure data collection, flow, and integration to aid in the development of additional or alternative KPIs.

CAMBA

EVALUATING THE IMPACT OF THE CRITICAL TIME INTERVENTION MODEL

FACULTY: Rona Affoumado

CAPSTONE TEAM: Michelle Charles, Danielle Ladd, Therese Russo, Kaitlin Zielaznicki

CAMBA is a nonprofit agency that connects 45,000 people annually to opportunities and support services that enhance their quality of life. Through its Brooklyn-based Health Home program, CAMBA provides care management services to high-need, high-cost Medicaid users with complex, chronic conditions. CAMBA engaged a Capstone Team to evaluate its Critical Time Intervention pilot, a short-term, focused Health Homes intervention that enables their highest risk clients to receive the care they need and integrate back into the community following inpatient psychiatric hospitalization. The team analyzed acute care utilization and Medicaid expenditure patterns using available program and billing data to determine indicators of success. The team delivered a final report that included a comprehensive literature review, interviews with care coordinators, a client-facing survey tool, and recommendations aimed at improving the Health Home Program.

GRANT THORNTON

DEVELOPING A RISK EXTRACTION AND INFORMATION CONTROL METHOD AND VISUALIZING INDUSTRY RISK DATA

FACULTY: Regina Gurvich

CAPSTONE TEAM: Malik Dent, Supreet Kalsi, Bethlehem Kebret, Alex Lengle, Amanda Mohabir, Hetal Patel, Ethan Roaldi, Yingxuan Wang

Grant Thornton is the American member firm of Grant Thornton International, one of the world's leading audit, tax, and advisory services firms. The firm's Business Risk Advisory Services department developed a new risk assessment approach that aligns risk management with business strategy. Grant Thornton enlisted a Capstone team to create methods of identifying, prioritizing, visualizing, and managing key risks in the healthcare industry. Based on the Committee of Sponsoring Organizations, or COSO, framework, the team analyzed and classified publicly-filed risk factors from the financial statements of 10 healthcare organizations. The team developed four risk categories: strategic, compliance, reporting (financial), and operational. The team then visualized their data to analyze risk trends. The visualization depicted the following: risk changes, risk distributed by industry, overall risk severity, and individual companies' risk relative to their competitors'. The team delivered a user-friendly visualization tool that highlights overall trends and patterns.

HEARTSHARE ST. VINCENT'S SERVICES

A COMPREHENSIVE FINANCIAL STRATEGY TO ENSURE CONTINUED CLINIC OPERATIONS

FACULTY: Susan Abramowitz

CAPSTONE TEAM: Juan Ospina, Alexandra Paans, Rogers Pali, Arti Trehan

HeartShare St. Vincent's Services (HSVS) is a nonprofit organization that empowers over 6,000 youth, individuals, and families to overcome challenges of family crises, addiction, mental illness, and poverty. The Integrated Health Services division of HSVS provides mental health, chemical dependency, and clinical services to children, adolescents, and adults. However, the clinics are losing about \$1 million annually and are in danger of closing. HSVS enlisted a Capstone team to assess its profitability problem and propose strategies for becoming financially viable. The team completed a literature review and market assessment, followed by a thorough financial analysis identifying opportunities for maintaining or improving current channels of revenue and potential areas for reducing costs. The team also conducted interviews with patients to identify opportunities for increasing patient satisfaction and market position, and interviews with staff to identify opportunities to increase operational efficiency. The team's research culminated in recommendations that will alleviate HSVS's financial instability and enhance its sustainability.

INSTITUTE FOR COMMUNITY LIVING

HEALTH NEEDS ASSESSMENT OF OLDER ADULTS WITH MENTAL ILLNESS

FACULTY: Rona Affoumado

CAPSTONE TEAM:

Kelly Feldman,
Wagma Habibi,
Tingyan Huang,
Alexandra Smith,
Aditi Madan Wajpe

The Institute for Community Living (ICL) is a nonprofit human services agency that provides support services to individuals who are affected by or at risk of developing mental illness in New York City. In efforts to better support its aging clients, ICL engaged a Capstone team to assess the health needs of its clients aged 55 years and older living in supported housing programs in Bedford Stuyvesant and Crown Heights. The team performed a literature review on healthy aging practices and a thorough neighborhood scan to identify existing community support services. The team analyzed a list of clinical, high-risk clients and client survey data identifying potential barriers to healthy aging. The team also interviewed case managers and facilitated a client focus group to understand their needs and identify gaps in current care delivery. The team's final report outlines the findings of their research and provides ICL with recommendations for better addressing the needs of clients.

NEW YORK EYE AND EAR INFIRMARY OF MOUNT SINAI

UNDERSTANDING PATIENT PERCEPTIONS OF SERVICE DELIVERY

FACULTY: Susan Abramowitz

CAPSTONE TEAM:

Chhavi Gupta,
Brittany Kaufman,
Meredyth Lacombe,
Kyung Hoon Lee,
Eitan Sufian

The New York Eye and Ear Infirmary of Mount Sinai (NYEE) is one of the world's premier hospital facilities serving primarily the poor and underserved. NYEE has over 170,000 patients annually, and with high case volumes, patients often encounter long wait times that disrupt efficient clinical operation workflows. NYEE engaged a Capstone team to outline the average patient experience. Utilizing client demographics, data from the Consumer Assessment of Healthcare Providers and Systems, employee surveys, and client interviews, the team identified patient and staff perceptions of service delivery at NYEE. The team used the results of their observational study and staff interviews to compare the experience of the sample population to the issues identified throughout the population. The students then identified the "average" NYEE patient and created a patient journey map—from entering the hospital to discharge. Based on the foregoing, the team provided recommendations on ways to improve the overall patient experience.

NEW YORK STATE HOMES AND COMMUNITY RENEWAL AND ENTERPRISE COMMUNITY PARTNERS

IMPROVING HEALTH OUTCOMES VIA AFFORDABLE HOUSING PROVISION

FACULTY: Rona Affoumado

CAPSTONE TEAM:

Cristian Ariza,
Sabina Braverman,
Nadia Chait, Olga
Deschenko, Mary
Nadolny

New York State Homes and Community Renewal (HCR) is dedicated to building and protecting affordable housing and increasing home ownership statewide. Enterprise Community Partners (Enterprise) is a nonprofit organization that collaborates with partners nationwide to finance, build, and advocate for affordable housing. In Brooklyn, HCR and Enterprise partner with developers and several hospitals to provide affordable housing that also improves health outcomes. HCR and Enterprise jointly engaged a Capstone team in developing recommendations for building affordable housing that improves health outcomes of residents and informing their evaluation of housing proposals. The team first completed a literature review and a case study of housing and health. The team then researched population health challenges and resources in the targeted communities. Finally, the team provided a summary of project ideas for the developers, an overall report on the population health challenges in Central Brooklyn with recommendations for housing interventions, and a customized version of Enterprise's Health Action Plan for Central Brooklyn.

NYU RORY MEYERS COLLEGE OF NURSING

EVALUATING MEMBER ENGAGEMENT OF A NURSING EDUCATION PROGRAM

FACULTY: Susan Abramowitz

CAPSTONE TEAM: Chhavi Arora, Adair Littell, Miriam Merkin, Christine Zhang

NYU Rory Meyers College of Nursing houses the Nurses Improving Care for Healthsystem Elders (NICHE) program, a nursing education and consultation program designed to improve geriatric care in healthcare organizations. The NICHE program provides resources for nursing and interdisciplinary teams to achieve organizational goals for the care of patients. These resources include critical leadership training alongside core nursing and gerontology curricula. Its growth in recent years has been coupled with an increasing need to evaluate its client engagement strategies to maintain its competitive positioning. NICHE enlisted a Capstone team to assess its ability to provide current and prospective clients with products and services that reflect the modern landscape. The team conducted a domain-specific literature review, qualitative research with staff and clients, and stratified analyses of the membership base. Their research and analysis results informed a set of recommendations for NICHE to consider a refreshed and evidence-based member engagement and marketing strategy.

ST. CHRISTOPHER'S

ENHANCING PERFORMANCE MANAGEMENT PROCESSES

FACULTY: Robert Criscuolo

CAPSTONE TEAM: Ginny Calderon, Anne Dickerson, Sana Kayani, Opeyemi Osuntuyi

St. Christopher's is a residential treatment center for at-risk and developmentally disabled youth. St. Christopher's enlisted a Capstone team to evaluate its current employee performance management program relative to industry best practices, recommend ways to develop a comprehensive employee performance management program and process, and suggest evaluation tools. The team reviewed St. Christopher's existing performance management program, surveyed and interviewed employees to assess perspectives on the current program, and formulated recommendations. The team identified industry best practices to enhance employee and management acceptance. The team's recommendations included creating new evaluation tools; increasing the frequency of providing formal and informal feedback; exploring the use of an electronic feedback system; and ensuring buy-in from leadership, management, and union partners. The team proposed a new performance management model that will improve employee performance and ultimately enhance services provided to the youth population served by St. Christopher's.

UNITED STATES DEPARTMENT OF VETERANS AFFAIRS (VA CENTER FOR INNOVATION)

IMPROVING TRANSPORTATION PROCESSES FOR VETERANS

FACULTY: Robert Criscuolo

CAPSTONE TEAM: Elissa Mojtahedi, Andrea Pratt-Anglin, James Sternheim, Stephanie York, Falis Yusuf

The United States Department of Veterans Affairs (VA) provides patient care and federal benefits to veterans and their dependents. The VA faces the daily challenge of providing transportation for patients to access healthcare. The current transportation process leads to missed appointments, reduced access to care, increased risk of negative health outcomes, and decreased veteran satisfaction and trust. The VA engaged a Capstone team in investigating strategies to improve its transportation processes. The team conducted market research and an environmental scan of 22 VA transportation sites. The team's conclusions were threefold: transportation availability impacts healthcare access, insufficient performance measures are captured on patient transportation, and transportation accessibility must be integrated into the clinical process. The team provided a report to the VA that included the conclusions and these additional recommendations: standardize the transportation process across sites, implement the automated system "Vetride," and consistently collect and report key metrics to measure outcomes and promote continuous improvements.

UNITED STATES DEPARTMENT OF VETERANS AFFAIRS (VA CENTER FOR INNOVATION)

DEVELOPING DESIGN RECOMMENDATIONS FOR VA OUTPATIENT SPACES FROM PROFESSIONAL AND VETERAN PERSPECTIVES

FACULTY: Regina Gurvich

CAPSTONE TEAM:

John Amory, Kevin Frodell, Raul Gomez, Helena Hernandez, Shevon McCalman, Josephine Porco, Joanna Wexler, Max Zeiger

The United States Department of Veterans Affairs (VA) provides patient care and federal benefits to veterans and is currently seeking to improve the patient experience and utilization of its mental health facilities. The VA's Center for Innovation, an arm created to develop and evaluate innovative care improvement methods for veterans, enlisted a Capstone team to assess the relationship between outpatient space design and patient experience. Additionally, the VA tasked the team to develop expert and veteran-based recommendations for outpatient spaces in its mental health facilities. The team completed a literature review to ascertain needs of the veteran population, outcomes-based practices, and recommendations in the field. The team also interviewed VA clinicians and professionals to gain first-hand knowledge of the relationship between the safety, aesthetics, and acoustics of outpatient spaces and mental health outcomes. To garner veteran input, the team conducted a series of focus groups and interviews with former service members to understand their concerns and needs better. The team also surveyed veterans to quantify their priorities and opinions surrounding how space design impacts care. The team provided an evidence-based report to the VA that recommends the incorporation of patient safety, natural light and greenery, conscientious artwork, and soothing sounds in future design plans.

PROJECT SUMMARIES

URBAN PLANNING

DASH LABS

SUBSTANTIATING CAR PLATFORM DATA VALUE IN CITY PLANNING

FACULTY: Sarah Kaufman

CAPSTONE TEAM:

Muhammad Daud, Rigel Jarabo, Ariel Kaputkin, Joanna Simon

Dash Labs, an NYC-based startup, publishes the Dash app, which connects to cars and makes driving smarter, safer, greener, and more affordable. With nearly 400,000 downloads since the app launched in 2014, the platform collects real-world data from drivers around the world. Aiming to demonstrate the value of their data in city planning, Dash Labs engaged a Capstone team in creating visualizations and policy recommendations based on vehicle usage data within the five boroughs of NYC. By overlaying the Dash Labs data with NYC open data, the team evaluated various Vision Zero projects, including the NYC campaign to reduce the default speed limit on city streets to 25 MPH. The team substantiated the value of Dash Labs' data through their findings, demonstrating that real-time data can aid in prioritizing and evaluating the success of initiatives—such as pedestrian safety—and highlighted policy recommendations and approaches that cities can take to best utilize this data.

MISSISSIPPI CENTER FOR JUSTICE

DEVELOPING A MODEL OF ADAPTIVE REUSE IN JACKSON, MISSISSIPPI

FACULTY: Alan Cohn

CAPSTONE TEAM:

Shengdi Chen, Joanna Farley, Xin Ge, Emily Riquelme

The Mississippi Center for Justice (MCJ) is a nonprofit, public interest law firm that collaborates with communities to promote justice in the areas of housing, health, education, economic security, and disaster recovery. MCJ engaged a Capstone team in addressing issues surrounding “blighted” properties—vacant and abandoned properties that have a negative impact on the surrounding neighborhoods—in the Jackson and Mississippi Delta regions. The team conducted a literature review, case studies, and in-depth interviews with stakeholders to identify barriers and opportunities and establish a model that will mitigate the negative impact of blighted properties on communities, while simultaneously addressing the need in low- and middle-income housing areas. The team presented a set of strategies for overcoming barriers and maximizing opportunities for adaptive reuse and presented a final report containing recommendations for a structure and system that can guide MCJ's efforts.

OFFICE OF THE BRONX BOROUGH PRESIDENT

ASSESSING CAPACITY TO DRAW TECH COMPANIES TO THE BRONX

FACULTY: Michael Keane

CAPSTONE TEAM: Chuxiong Zhong, Niki Kokkinos, John McNally, Cassandra O'Hearn, Paolo Turchio

Bronx Borough President Ruben Diaz Jr. occupies an independently elected countywide office that monitors the administration of City services in the Bronx and engages in strategic planning for economic development of the borough. The Office of the Bronx Borough President enlisted a Capstone team to research capacity for accelerating the growth of the technology sector in the Bronx. The team developed and executed a survey of area residents and employees and conducted interviews with representatives of local government, economic development organizations, technology firms, and educational institutions. The team incorporated this feedback into a final report that examines opportunities to leverage existing assets and articulates a plan for fostering an environment that appeals to tech firms looking to commence or expand their operations.

OFFICE OF THE BROOKLYN BOROUGH PRESIDENT

ENHANCING THE CONNECTIVITY OF THE PROSPECT EXPRESSWAY

FACULTY: Michael Keane

CAPSTONE TEAM: Sebastian Coss, Brent Ginsberg, Caroline Peri, Eftihia Thomopoulos

The Prospect Expressway was originally constructed to link central Brooklyn with the Gowanus Expressway and the Brooklyn-Battery Tunnel. Despite its aim of enhancing connectivity, the expressway cut through a formerly cohesive community, isolating pedestrians traversing the adjacent neighborhoods of Windsor Terrace, Park Slope, and Sunset Park. The Office of the Brooklyn Borough President worked with the Capstone team to engage the community, local elected officials, city and state agencies, and subject matter experts to develop a roadmap to prioritize future investment along the corridor. The team assessed existing conditions, researched best practices for treatments of similar roadways, and analyzed outcomes from a community visioning workshop. The team presented a final report that incorporated conclusions based on their research and analyses, a summary of stakeholder engagement, and proposed recommendations on how to improve transportation along the corridor.

TRANSITCENTER

EXPLORING BUS FRAGMENTATION IN QUEENS

FACULTY: Sarah Kaufman

CAPSTONE TEAM: Michelle Forrest, Daniel Francis, Jennifer Kim, Makenna Olson, Fernalia Putri

TransitCenter is a New York-based national transit advocacy foundation. TransitCenter is at the forefront of bus advocacy across American cities, publishing bus report cards in New York and identifying key public transit deficiencies experienced by riders. TransitCenter engaged a Capstone team to assess and identify challenges to bus riders posed by the territorial division between the two subdivisions of the MTA that operate bus service in Queens: New York City Transit and Metropolitan Transit Authority (MTA) Bus. The team explored bus service fragmentation and the operations of the bus network throughout Queens as part of a broader network design analysis. The team also analyzed bus route data and evaluated potential revisions to decades-long transit corridors to address existing bus route service inadequacies and inconsistencies. The team provided recommendations to address gaps in service, key transfer points, and scheduling conflicts.

WE STAY/NOS QUEDAMOS

INVESTIGATING THE IMPLICATIONS OF ESTABLISHING OF A COMMUNITY LAND TRUST

FACULTY: Alan Cohn

CAPSTONE TEAM: Monica Flores, Joyce Li, Yixin Li, Karlo Ludwig, Stephan Petryczka

We Stay/Nos Quedamos (NQ), a New York-based nonprofit community development corporation, is committed to promoting healthy and sustainable growth. NQ is pursuing the establishment of a community land trust to address the lack of affordable housing in the South Bronx and create a more intentional and equitable community fabric in the area. NQ engaged a Capstone team to aid in the establishment of the land trust by assessing the formation's logistical, legal, and societal implications. The team conducted a literature review of land trust formation legal and financial frameworks and completed a series of case studies from around the country. The team recommended which geographic clusters of vacant lots NQ should target for its initial affordable housing developments, how to form strategic external partnerships, and best practices in developing a governance structure for the prospective land trust.

INTERNATIONAL MANAGEMENT, FINANCE, AND POLICY

AGILE AND HARMONIZED ASSISTANCE FOR DEVOLVED INSTITUTIONS

KENYAN COUNTY DEVOLUTION PLANNING FOR INTERNATIONAL DEVELOPMENT

FACULTY: Giuliano Bosi

CAPSTONE TEAM: Pooja Banerjee, Hannah Egerton, James Macdonald, Julia McDaniel-Bouley

Agile and Harmonized Assistance for Devolved Institutions (AHADI) is a USAID-funded project housed at the State University of New York (SUNY) at Albany designed to support the implementation of devolution in Kenya. SUNY enlisted a Capstone team to support AHADI's review of certain county planning elements—namely the cross-cutting issues of gender mainstreaming, climate change, and the Kenyan County Integrated Development Plans (CIDPs). The team traveled to three counties in Kenya to interview government officials and gather information on current development project implementation and budgeting in the 1st Generation CIDP (2013-2017) and the current planning process of the 2nd Generation CIDP (2018-2022). Through analysis of their fieldwork findings, the team formulated conclusions and recommendations for AHADI to leverage their ongoing work with Kenyan county development planning.

ALL OUT ACTION FUND

DEVELOPING LGBT-TARGETED COMMUNICATION STRATEGIES IN AFRICAN COUNTRIES

FACULTY: Kathleen Apltauer

CAPSTONE TEAM: Tawanda Mitchell, Ezra Moses, Frank Pettis, Jacob Priley

All Out is a digital advocacy nonprofit that works with in-country LGBT groups around the world to support movements toward equality. All Out provides emergency financial, logistical, and organizational support to affected communities by utilizing resources from international donors. As All Out expands their efforts into Nigeria, Uganda, Kenya, and South Africa, they engaged a Capstone team to assess the need for a comprehensive digital communications strategy. The team conducted semi-structured interviews, desk research, and modeling of successful social movements—including those for women's rights and environmental justice. Concluding that messaging and outreach need to be based on context, technology, and local social norms, the team provided country-specific recommendations that will help All Out develop and strengthen long-term partnerships, organize and connect individuals to opportunities for local action, and create a set of tools that enable the organization to act swiftly in times of elevated need.

CENTRE FOR HUMAN DEVELOPMENT AND SOCIAL TRANSFORMATION

DEVELOPMENT OF A NEW FIVE-YEAR STRATEGIC PLAN

FACULTY: Giuliano Bosi

CAPSTONE TEAM: Kim Brisse, Xiang Li, Alexander Lin

The Centre for Human Development and Social Transformation (CHDST) is a Nigerian-based organization aimed at achieving peace in the Rivers and Delta states through training and engaging youth, teachers, and community leaders on peaceful conflict management, democracy, and good governance. As their five-year strategic plan comes to a close, CHDST enlisted a Capstone team to assess the organization's needs and create a new five-year strategic plan. The team traveled to Port Harcourt and Abuja to meet with employees, beneficiaries, partners, donors, and other stakeholders. They reviewed project documentation, observed organizational operations, visited a project site, and conducted consultations with partners and relevant stakeholders. Based on their findings and other research, the team developed a strategy with recommendations on branding and external communications, funding, monitoring and evaluation, partnerships, and internal processes.

THE FOUNDATION FOR INNOVATIVE NEW DIAGNOSTICS

MARKET ENTRY ANALYSIS FOR TUBERCULOSIS DIAGNOSTIC AND TREATMENT

FACULTY: Kathleen Apltauer

CAPSTONE TEAM: Karen Martirosyan, Caroline Nguyen, John Russell, Daniel Silk

The Foundation for Innovative New Diagnostics (FIND) is a Geneva-based nonprofit organization dedicated to accelerating development, evaluation, and use of high-quality, affordable diagnostic tests for poverty-related diseases. FIND is developing a simplified, cost-effective diagnosis and treatment option for the detection of multidrug-resistant tuberculosis (TB). To capitalize on this new model, FIND engaged a Capstone team to identify how it can implement the new diagnostic globally. The team researched barriers to market entry, conducted interviews with stakeholders, and identified challenges and opportunities for implementation specific to India, South Africa, and Kyrgyzstan. The team delivered a report to FIND synthesizing the current TB landscape for each country and provided recommendations to overcome barriers to entry, integrate new diagnostics tools, and scale up operations.

FREEDOM FORWARD

CAMPAIGN TO END FORCED DISAPPEARANCES IN SYRIA

FACULTY: Natasha Iskander

CAPSTONE TEAM: Yasmine Ali, Justine Jacob, Anbjorg Knutsson

Freedom Forward is an advocacy organization based in Washington, DC that seeks to end US alliances with dictatorships and other non-democratic governments around the world and to organize solidarity activists to challenge the practices of repressive governments in the Middle East and North Africa. The organization engaged a Capstone team to develop a grassroots strategy for bringing international awareness to the Russian government's role in the ongoing human rights abuses being committed in Syria and put pressure on the Russian government to end its support for the Assad regime in Syria. The team conducted in-depth research through literature reviews, focus groups, and interviews with Syrian civil society organizations and activists around the world. The team also designed and developed an international advocacy campaign around the 2018 World Cup in Russia. When launched, the campaign will raise awareness and encourage action around the disappearance, detention, and killing of political opponents by the Assad regime in Syria.

MÉDECINS DU MONDE (DOCTORS OF THE WORLD)

EVALUATING GENDER-BASED VIOLENCE PROGRAMS IN NIGERIA AND THE CENTRAL AFRICAN REPUBLIC

FACULTY: Kathleen Apltauer

CAPSTONE TEAM: Hannah Byford, Kimberly Paiz, Judith Reissmann, Jean Chris Romulus

Médecins du Monde (Mdm) is an international movement of France-based activists who are campaigning to promote social change by providing access to healthcare and social services in crisis and conflict settings. Mdm enlisted a Capstone team to evaluate their gender-based violence (GBV) intervention program in the Central African Republic (CAR) and research attitudes and opinions on GBV care integration in Nigeria. The team's evaluation detailed the history of patient care routines over the past three years in CAR and described the healthcare provision processes along with key strengths and weaknesses of the program. The team also created data tools that Mdm can leverage in future evaluations. To assess barriers to GBV care integration in Nigeria, the team interviewed staff members using cellphone-recorded voice messages and delivered a report of their findings that will inform Mdm integration in Nigeria.

PROJECT ALIANZA

EVALUATING AND EXPANDING PRIMARY EDUCATION OPPORTUNITIES IN NICARAGUA

FACULTY: Kathleen Apltauer

CAPSTONE TEAM: Mery Arcila, Julia Einhorn, Carlos Sosa Lombardo

Project Alianza (Alianza) is a development project that forms community alliances to build schools and provide educational opportunities for children on private coffee plantations. In Nicaragua, almost a half million school-aged children are not enrolled in school due to poverty and lack of access to schools in the remote, rural areas where they live. An estimated 320,000 children are illegally involved in child labor. Alianza gathers crucial resources to create safe, quality primary schools and to encourage students to stay in school rather than work in the coffee fields with their families. Alianza enlisted a Capstone team to develop strategic recommendations for program evaluation and expansion. The team visited Nicaragua and conducted on-site interviews and observations to understand the organization and its needs better. Through the analysis of their fieldwork, the team crafted an organizational logic model, evaluation toolkit, and long-term strategic recommendations for Alianza to evaluate and expand their operations.

UNITED NATIONS CAPITAL DEVELOPMENT FUND

EVALUATING THE FEASIBILITY OF DIASPORA BONDS IN FINANCING SENEGAL'S DEVELOPMENT

FACULTY: Paul Smoke

CAPSTONE TEAM:

Youngbin Kim,
Zenani Orengo,
Siddharth Shah

The United Nations Capital Development Fund (UNCDF) provides technical assistance to the world's 47 least developed countries to promote financial inclusivity and improve local development finance. As identified in Agenda 2030, developing countries require innovative financing for sustainable development. UNCDF enlisted a Capstone team to investigate the feasibility of implementing the financial instrument diaspora bonds in Senegal. The team focused on assessing the feasibility of diaspora bonds in the Senegalese city Saint-Louis through the examination of investments by the Senegalese diaspora currently around the world. The team completed a literature review, a comprehensive analysis of the economic opportunities for Saint Louis, and extensive interviews with various stakeholders in Senegal and members of the diaspora. The team's final report provides an in-depth analysis of potential opportunities and challenges of funding local development projects in Saint Louis through diaspora bonds.

UNITED NATIONS CAPITAL DEVELOPMENT FUND

COMBATING GENTRIFICATION AND FINANCING AFFORDABLE HOUSING IN TANZANIA

FACULTY: Paul Smoke

CAPSTONE TEAM:

Ying Huang, Shayan Malik, Meredith McNair

The United Nations Capital Development Fund (UNCDF) is the UN's capital investment agency, aimed at promoting investment in the public and private sectors through banks and local governments, to scale up innovative financing mechanisms for the world's poorest people. UNCDF enlisted a Capstone team to conduct extensive research on gentrification and the lack of affordable housing in Mwanza, Tanzania. The team traveled to Mwanza where they collected quantitative data and interviewed several stakeholders, including representatives from the central and local governments, NGOs, and low-income residents. The team researched affordable housing finance models and anti-displacement strategies from around the world. The research culminated in a report that analyzed the problem of gentrification in Mwanza and the stakeholders involved, and recommended international affordable housing strategies that could be applied effectively in Mwanza.

UNITED NATIONS DEPARTMENT OF POLITICAL AFFAIRS

ENHANCING A RESULTS FRAMEWORK AND DEVELOPING A THEORY OF CHANGE

FACULTY: Natasha Iskander

CAPSTONE TEAM:

Saif Awadh,
Yanran Lyu, Jessica Sederquist, Ivy Shen

The United Nations Department of Political Affairs (UNDPA) plays an integral role in the United Nations' efforts to prevent and resolve deadly conflict around the world. UNDPA monitors and assesses global political developments to detect potential crises before they erupt and prevent their exacerbation. UNDPA provides support to the UN Secretary-General and his envoys, as well as to UN political missions deployed around the world to help defuse crises or promote lasting solutions to conflict. UNDPA enlisted a Capstone team to explore how its programmatic oversight can improve through the development of a revised Results Framework. This framework includes indicators of achievement and targets that more accurately articulate the breadth of its global activities. The team conducted a capacity-building workshop, planning group interviews, and literature reviews on qualitative methods and conflict prevention. Using their research findings, the team provided recommendations for a revised Results Framework and developed theories of change that illustrate how revisions will impact UNDPA's operations.

UNITED NATIONS DEVELOPMENT PROGRAMME

RESEARCHING SUSTAINABLE ENERGY SOLUTIONS TO RURAL ELECTRIFICATION

FACULTY: Giuliano Bosi

CAPSTONE TEAM:

Hillary Dale, Alex Ducett, Andrew Maguire, Lois Taylor-Kamara

As a global knowledge network, the United Nations Development Programme (UNDP) advocates for sustainable human development and connects countries to experiences and resources to build better lives. In Swaziland, the UNDP provides policy support for the government on poverty alleviation, equitable social services provision, and good governance. UNDP and the Swaziland Ministry of Natural Resources and Energy engaged a Capstone team to determine the policy and financing challenges and opportunities for decentralized, renewable energy approaches to rural electrification. After conducting comparative research on renewable energy use, the team traveled to Swaziland and conducted stakeholder mapping and individual interviews with rural energy users. The team's research culminated in a final report that includes recommendations on navigating the regulatory environment, identifying financing mechanisms, and addressing gaps in knowledge and awareness of renewable energy technologies. These findings will directly inform the UNDP's newly launched Partnerships for Affordable Renewable Energy in Swaziland (PARES) program with Swaziland's Ministry of Natural Resources.

UNITED NATIONS DEVELOPMENT PROGRAMME

INCENTIVIZING RENEWABLE ENERGY SYSTEMS IN SWAZILAND

FACULTY: Giuliano Bosi

CAPSTONE TEAM:

Xinchong Cao, Robert Chislett, Sheng Cui

The United Nations Development Programme (UNDP) partnered with Swaziland to launch Partnerships for Affordable Renewable Energy in Swaziland (PARES), aiming to support Swaziland's transformational shift towards a sustainable development path by encouraging renewable energy (RE) applications throughout the country. UNDP engaged a Capstone team to support PARES in developing frameworks across all sectors that incentivize capacity-building and capital investment for establishing a competitive RE market. The team executed cross-country studies analyzing practices in Liberia, Tunisia, and Armenia to identify best practices. The team also conducted interviews with stakeholders to identify the socio-economic conditions surrounding the development of sustainable energy policy reform. The team provided policy recommendations including the development of the Swaziland Impact Bond (SIB), which involves the synthesis of a special purpose vehicle financing strategy along with derisking instruments within a social impact bond framework. The SIB incentivizes public and private sector collaboration and support of the sustainable development of Swaziland's RE industry.

WATTS OF LOVE

EXPANDING OFF-GRID SOLAR LIGHTS IN HAITI

FACULTY: Natasha Iskander

CAPSTONE TEAM:

Xingtong Cao, Shelley Hoy, Jiwon Kim, Itamar Wigoder

Watts of Love (WOL) is an international nonprofit that distributes mobile solar lights to people without access to grid electricity in low-income countries. WOL enlisted a Capstone team to conduct competitive market research and support strategic efforts in scaling the organization's operations. The team traveled to Haiti with WOL's founder and president, board members, and other volunteers. During the trip, the team observed firsthand the solar lights distribution process and gained supplementary training. Additionally, the team independently interviewed past solar light recipients to evaluate the durability and perceived impact of their lights. Based on the results of their fieldwork, market research, and interviews with experts, the team created a final report encapsulating the market research results and recommendations for WOL.

WORLD BANK - AFRICA REGION URBAN AND RISK MANAGEMENT

ENHANCING HOLISTIC ROAD SAFETY IN TANZANIA

FACULTY: Paul
Smoke

CAPSTONE TEAM:

Rachel Gichinga,
Elizabeth James,
Lisanne Pueschel

The World Bank is a global financial institution that issues loans to countries for development programs. The Tanzania Strategic Cities Project (TSCP) of the World Bank aims to improve the access and quality of basic urban services by financing investments in the urban infrastructure of the country's secondary cities. The World Bank engaged a Capstone team to complement implementation support of the TSCP by assessing holistic road safety and public space networks in selected project cities. The team's fieldwork in Arusha and Dodoma included interviewing stakeholders—including government staff, nonprofits, and community members—and visiting local parks, roads, and schools. The team also researched the primary and secondary dimensions of road safety, best practices, and case studies related to pedestrian-friendly urban design elements. Their research culminated in a final report recommending strategies and practices that enhance road safety and stakeholder engagement.

WORLD BANK

THE INTERPLAY BETWEEN LOW-INCOME HOUSING AND AIR
POLLUTION IN URBAN INDIA

FACULTY: Natasha
Iskander

CAPSTONE TEAM:

Sasha Massey,
Whitley Richards,
Melissa Serrano,
Jingyi Wu

The World Bank, an international financial institution, aims to end extreme poverty and foster income growth by providing financial assistance and support to various countries. The World Bank's New Delhi office engaged a Capstone team to investigate the relationship between air pollution and affordable housing construction in India. Air pollution in India's urban areas has reached emergency levels with thick fog reducing visibility and posing adverse health effects. The team focused on analyzing the construction methodologies used for low-income housing and the correlation between the construction of affordable housing and air pollution. The team evaluated existing research to uncover relevant stakeholders, standard affordable housing approaches, best practices from other countries, and steps that can minimize future air pollution caused by construction. The team provided World Bank with a report detailing an innovative and eco-friendly brick development methodology and policy recommendations to promote affordable housing approaches that will minimize carbon dioxide emissions.

WORLD BANK - INDEPENDENT EVALUATION GROUP

EVALUATION OF THE WORLD BANK GROUP'S EVOLVING APPROACH
IN ACCRA

FACULTY: Paul
Smoke

CAPSTONE

TEAM: Thomas
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Fatima Kamran,
Fatima Khan, Luiz
Felipe Queiroz

The Independent Evaluation Group (IEG) is an arm of the World Bank that evaluates the organization's project portfolio. The IEG is currently evaluating the World Bank's Urban Resilience Operations, focusing on how the World Bank is helping its clients strengthen their coping, recovering, adapting, and transforming resilience mechanisms in the face of shocks and chronic stresses. IEG enlisted a Capstone team to assist in the preparation of inputs for the larger IEG evaluation. The team conducted a review of the 2016 Greater Ghana City Strength Report and the World Bank Accra Portfolio to serve as foundation to the research case study. The team visited Accra, Ghana, where they conducted interviews with government stakeholders and World Bank staff. The team's research culminated in a case study on the World Bank's evolving approach in the Greater Accra Metropolitan Area, which will inform IEG's official evaluation.

WORLD RESOURCES INSTITUTE MEXICO AND MEJOR CIUDAD

A NEW PLANNING FRAMEWORK FOR MEXICO CITY

FACULTY: Paul
Smoke

CAPSTONE TEAM:

Jordan Cosby,
Natalia Garcia,
Mariano Morán

WRI Mexico is a country arm of World Resources Institute (WRI), a global research organization that works closely with leaders to sustain natural resources and human well-being. In collaboration with Mejor Ciudad, a Mexican NGO, WRI Mexico engaged a Capstone team to develop an urban planning framework for the new planning agency that will guide planning in Mexico City under the country's new Constitution. The team devised a set of core principles for establishing norms and criteria to promote autonomous, transparent, effective, integrated, and sustainable development planning. The team substantiated and contextualized the principles with the results from interviews they conducted with civil society actors, architects, private developers, academics, and government agencies. The team prepared a final report detailing principles for the new legislature to support the creation of new planning framework, tools, and knowledge products. WRI Mexico will present the finalized principles to the new legislature and share the findings with community-based organizations to broaden awareness and promote public participation in local government decision-making processes.

NURSE LEADERS

HOSPITAL FOR SPECIAL SURGERY

DESIGNING AN EVIDENCE-BASED NURSING PEER REVIEW PROCESS

FACULTY: John
Donnellan**CAPSTONE TEAM:**
Steffanii Farrior,
Erich Goodman,
Patrick Lallier,
Lauren Raichle

The Hospital for Special Surgery (HSS) is the most recognized orthopedic hospital in the United States and is at the forefront of musculoskeletal medicine. A fundamental component of HSS is the exemplary care its nurses provide—as evidenced by their four-time Magnet designation, which is given to healthcare organizations that demonstrate the highest standards of quality nursing care while also fostering an innovative and collaborative work environment for their nurses. HSS sought to improve their nursing peer review process to maintain nursing excellence. HSS engaged a Capstone team to support the development of a customized review process that incorporates the most recent best practices and utilizes a face-to-face feedback model. The team conducted an extensive literature review, a survey of HSS staff, and interviews of comparable Magnet organizations. Based on the research results, the team designed and developed a peer review process that HSS will be able to incorporate into their culture, thereby fostering innovation and sustaining their nursing excellence.

NEWYORK-PRESBYTERIAN HOSPITAL

DESIGN OF A SUSTAINABLE PROJECT MANAGEMENT PROCESS AND TRACKING SYSTEM

FACULTY: John
Donnellan**CAPSTONE TEAM:** Charmaine
Barreto, Elizabeth
Gianella, Barbara
Janiszewska,
Shawna Robilio,
Mark Tagwalan

NewYork-Presbyterian Hospital (NYP) is one of the nation's most comprehensive and integrated academic healthcare delivery systems. The Division of Nursing Education and Continuing Education is involved in multiple campus-specific and cross-campus projects. Nursing education leadership at NYP seeks to develop a sustainable project management process and tracking system for the division that will enhance productivity by facilitating more efficient planning and execution of initiatives. NYP enlisted a Capstone team to work closely with the NYP Director of Nursing Education and Continuing Education to redesign their project management process. The team conducted comparative analyses, interviews with key stakeholders, surveys at similar hospitals and organizations that manage multiple projects, and a literature review. Using their findings, the team crafted a sustainable project management process. The team also delivered a report that yielded recommendations on managing e-learning modules, an education tracker, curriculum alignments, orientation e-learning, and equipment training requests.

NEWYORK-PRESBYTERIAN QUEENS

OPTIMIZING AND SUSTAINING DISCHARGE LOUNGE PROCESSES

FACULTY: John
Donnellan**CAPSTONE TEAM:**
Luis Jimenez,
Christine Palazzo,
Linnette Swann

New York-Presbyterian Queens (NYP Queens) is a community teaching hospital affiliated with Weill Cornell Medicine. NYP Queens opened a discharge lounge to accommodate discharged patients and expedite bed turnover and new patient admission. NYP Queens enlisted a Capstone team to determine whether the current discharge lounge can be enhanced to improve patient flow or if it should be discontinued. The team completed a literature review to examine national and international best practices and benchmarked high-efficiency discharge lounges in multiple organizations—including those at the Cleveland Clinic. Finally, the team performed focus groups and surveys with staff and stakeholders to obtain firsthand feedback on potential implementations and existing hindrances. The team delivered a final report detailing the causes of NYP Queens' discharge inefficiencies and providing recommendations to enhance the discharge process, optimize discharge lounge usage, and improve patient experience and flow.

THE CHANGING ROLE OF STATE ATTORNEYS GENERAL

INVESTIGATING THE IMPACT OF PARTISAN CAMPAIGN SPENDING ON THE ROLE OF STATE ATTORNEYS

FACULTY: Aram Hur
CAPSTONE TEAM: Dahlia Darwiche, Christopher Echeverria, Rachel Wise

As partisanship and political gridlock have increased in America, many state attorneys general (AGs) have become engaged with the national political landscape. This is a shift from the traditional AG role of chief law enforcement officer. A Capstone team investigated this change and hypothesized that the shift might be related to increased partisan donations in state elections. The team analyzed data on campaign donations and state AG races between 2006 and 2014 and employed a difference-in-differences design around the 2010 change in campaign finance regulations resulting from the *Citizens United vs. FEC* ruling. The team found significant changes and patterns in the campaign finance landscape for state AG races after the regulation changes. These findings may help policymakers better understand the state AG as a new, nontraditional player in the partisan policy arena.

THE EFFECT OF PUBLIC SUPPORT PROGRAMS ON INCOME VOLATILITY

ANALYSIS OF PUBLIC SUPPORT PROGRAM EFFICACY IN SUPPORTING THE DISABLED

FACULTY: Aram Hur
CAPSTONE TEAM: Rebecca Augustin, Nichole Huff, Jaimie Vernon

Income volatility—substantial variation in household income—impacts roughly a quarter of American families and disproportionately harms the disabled because they are more likely to have low income. A Capstone team undertook a research plan to assess whether existing public support programs are effectively improving income stability. Departing from current studies that fail to differentiate between specific sources of financial vulnerability, the team examined how disability status and type affect program effectiveness. The scope of the team's research included the Temporary Assistance for Needy Families (TANF), a program designed to help needy families become self-sufficient. The team analyzed data from the 2014 Survey of Income and Program Participation and found significant differences in TANF effectiveness for the disabled, with important variations across disability types. These findings imply that support programs need to allocate funding according to the degree of vulnerability to effectively address income volatility.

GENDER GAP ANALYSIS

THE ROLE OF UNPAID CARE WORK IN THE SOCIOECONOMIC GENDER GAP

FACULTY: Aram Hur
CAPSTONE TEAM: Weikun Dang, Kyung-duk Park, Diana Marie Rañola

Despite a surge in international policy efforts to empower women economically, the socioeconomic gender gap persists. While most studies debate the effectiveness of formal policies, a Capstone team explored an informal barrier: unpaid care work—the care of people without remuneration—which women on average spend substantially more time doing than men. The team hypothesized that the gender disparity in allocating care responsibilities undermines women's economic status by decreasing the effectiveness of formal policies. The team combined a cross-national analysis of over 100 country observations with a within-country, individual-level analyses. Their research revealed that unpaid care work not only directly affects economic outcomes for women, but also indirectly impedes the formal policies that are in place to help women because unpaid care is often not addressed in these policies. Their findings suggest that narrowing the gender gap requires formal policies that consider the hidden cost of unpaid gendered work.

RETURNS ON INVESTMENT IN TRANSPORTATION INFRASTRUCTURE

EVALUATING THE ECONOMIC IMPLICATIONS OF INVESTMENT IN NEW YORK CITY'S SUBWAY SYSTEM

FACULTY: Aram Hur
CAPSTONE TEAM:
Bryant Feng,
Timothy Hambidge,
Miranda von Salis

Better public transportation is widely considered to have economic and social benefits. With federal transportation infrastructure spending in decline, local governments are forced to weigh the potential benefits of investment in transportation against politically unpopular increases in taxes and fees. What is the return on investment to transportation infrastructure, and more importantly, who does it benefit? A Capstone team conducted a systematic evaluation of the economic consequences of investment in New York City's subway system by differentiating between levels of investment and type of economic benefit. The team compiled a detailed dataset of transportation and economic indicators by zip code tabulation areas and used a variety of statistical techniques—including matching analysis—to better isolate the effect of transportation improvement. Their findings have implications for how best to prioritize the investment of limited public funds available for transportation infrastructure.

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