A University Resource

The Capstone Program was originally funded with a generous grant from the Ford Foundation. Since 1995, more than 4,200 students have participated in over 900 projects for more than 650 organizations. Their work has enabled clients to analyze complex issues, make tough decisions, identify new opportunities, and advance their missions. Through careful oversight and guidance, the program has become a valuable service that NYU Wagner proudly offers to the city, the region, and the world.

Capstone Sponsorship

Thank you to FJC: A Foundation of Philanthropic Funds for its financial support of this year’s Capstone program.

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Capstone is Learning in Action

Capstone, in architecture, is the crowning piece of an arch, the center stone that holds the arch together, giving it shape and strength. Wagner’s Capstone program plays a similar role, by providing students with a centerpiece of their graduate experience whereby they are able to experience first-hand turning the theory of their studies into practice under the guidance of an experienced faculty member. Projects require students to get up-to-speed quickly on a specific content or issue area; enhance key process skills including project management and teamwork; and develop competency in gathering, analyzing, and reporting out on data. Capstone requires students to interweave their learning in all these areas, and to do so in real time, in an unpredictable, complex, real-world environment.

As part of the core curriculum of the NYU Wagner Master’s program, Capstone teams spend an academic year addressing challenges and identifying opportunities for a client organization or conducting research on a pressing social question. The summaries in this booklet represent the culmination of this year’s 77 projects.

“We are immensely proud of the work our students have done, grateful to the faculty who have taught and guided them, and appreciative of our clients’ trust in us.”

–Dean Ellen Schall, NYU Wagner
PROJECT
SUMMARIES
Advanced Projects in PNP Finance and Policy
FACULTY: CHARLES BRECHER AND GEORGE SWEETING

Environmental Advocates of New York
A Cost-Benefit Analysis of the Environmental Protection Fund

The mission of the Environmental Advocates of New York is to protect the air, land, water and wildlife, and the health of all New Yorkers. Their work includes monitoring the Environmental Protection Fund (EPF), New York State’s primary source of funding for environmental programs. The Capstone team utilized a cost-benefit analysis to determine the true economic impact of two EPF-funded projects across New York State: the Greenwich Village segment of the Hudson River Park and Municipal Recycling in Suffolk County. For Hudson River Park, quantified benefits included increased property values, commercial benefits, pollution control, and health benefits for New Yorkers resulting in lower healthcare spending. The recycling portion examined savings from reduced pollution, transportation costs, and cost of recycled materials as compared to landfill. The analysis was used to help legislative decision-makers and the public understand the positive impacts of the EPF.

Capstone Team: Harriet Asase, Yuan Chi, Elizabeth Kingman, Emily Liu

National Home Performance Council
The Impact of Public Marketing on Residential Retrofitting

The National Home Performance Council (NHPC) works with federal and state government agencies, utility companies, contractors, and energy efficiency advocates on projects that support Home Performance with Energy Star™ initiatives. Home performance programs often spend significant amounts of money on a variety of advertising channels with the goal of developing demand for whole house energy upgrades. However, they lack tools to assess the impact of marketing dollars on a contractor’s bottom line. The Capstone team worked with NHPC to create models that allow public programs to analyze the cost-effectiveness of marketing strategies. The public marketing and contractor models provide a foundation for assessing other public investments, which will allow NHPC to continue to support home performance programs and contractors in the development of more efficient and effective strategies to promote energy efficiency.

Capstone Team: Angela Anthony, Apoorva Bongirwar, Clyde McGrady, Christopher Prottas, Jennifer Tavis
New York City Campaign Finance Board
Voter Turnout in NYC: Results from the 2008/2009 Elections and Strategies for 2012/2013

New York City’s most recent mayoral election yielded the lowest voter turnout since 1969 with only 26 percent of the 4.1 million registered voters casting a ballot. The Voter Assistance Commission is responsible for identifying under-registered segments of the city’s population and enabling eligible residents to register and vote. In November 2010, the Campaign Finance Board (CFB) expanded its mission when voters approved a City Charter amendment that moved the Voter Assistance Commission to CFB. The Capstone team assisted the CFB with this new role by preparing a statistical analysis to identify New Yorker’s voting patterns and the factors that impact the voter turnout rate. While research has been performed at the local level, it is outdated and excludes the emergence of the Internet. The analysis informed the team's recommendations for potential programs and activities to increase turnout in the 2012 and 2013 elections.

Capstone Team: Rachel Bardin, Marvin Francois, Christine Fulton, Jeremy Levkoff, Katelyn Mikuliak, Melissa Stevenson

New York City Department of Education, Division of Students with Disabilities and English Language Learners
Evaluating the Budgetary Impact of Special Education Reform on New York City Schools

The NYC Department of Education is implementing a special education reform focusing on how schools serve students with disabilities. This reform changes how special education programs are funded and the ways schools are required to design their special education programs. Currently, the reform is underway in 260 schools. In September 2012, the reform will be scaled up to all NYC public schools. This Capstone project’s goal was to work with schools and central management to develop, implement, and evaluate metrics to quantify schools’ operational capacity to implement their special education programs effectively under the reform. The team gathered budgetary and operational data, which was analyzed to provide a picture of schools’ special education resources. Quantitative analysis was supplemented by school visits in which team members interviewed administrators about their special education program designs, their strategies for implementing the reform, and the outcomes they had experienced or anticipated. Synthesis of this data informed a series of metrics measuring schools’ readiness to undertake the reform for the 2012-2013 school year.
New York City Fire Department
Impact Review of Homeland Security Grant-Funded Projects

The Capstone team worked with the NYC Fire Department to develop an impact review model to better measure the effects of high-value homeland security grant-funded projects. The Capstone team conducted extensive research on previous studies of impact measurement and “scorecards” that have been developed by fire departments in comparable cities. The team and the client chose to use FDNY hazardous materials projects as a test case. The team met with department staff and acquired detailed project descriptions and spending history from 2005 to 2010 to analyze the spending trends and outcomes. Analysis of this data identified some limitations in metrics currently collected by the department. The Capstone team presented recommendations to FDNY to improve measurement of the degree to which homeland security funds have enhanced the department’s preparedness since September 11, 2001.

Capstone Team: Jieqing Ding, Li Huang, Cait LaMorte, Jason Rhee

New York University Center on Violence and Recovery
A Cost-Benefit Study, Logic Model, and Assessment Tools for a Restorative Justice Domestic Violence Treatment Program

Traditional court-mandated Batterer Intervention Programs (BIPs) bring groups of batterers together to hold them accountable for their actions. However, new research raises questions about the effectiveness of BIPs in addressing domestic violence. The Center on Violence and Recovery (CVR) at New York University developed a restorative justice-based treatment and healing modality called Circles of Peace. In 2005, The Center was awarded a National Science Foundation grant to conduct a randomized controlled trial of the Circles of Peace program in Arizona and a typical BIP. The Capstone team conducted a comparative cost-benefit analysis of the two programs based on the randomized controlled trial and analyzed the viability of the Circles of Peace approach (there are currently no comparable published cost-benefit studies of domestic violence intervention programs). Additionally, the team developed a logic model and assessment tools for Circles of Peace to allow for ongoing evaluation as it experiments with program delivery.

Capstone Team: Danielle Edwards, Patrizia Mancini, Ada Welch, Erika Yan
Advanced Projects in PNP Policy and Management
FACULTY: DENNIS SMITH AND ANA OLIVEIRA

Fortune Society
The Intersection of Incarceration and Food Insecurity in New York City

The Fortune Society is a national leader in providing innovative, holistic services to formerly incarcerated men and women, as well as in operating a comprehensive alternative to incarceration program. Throughout the organization’s forty-year history, there has emerged a clear link between the incidence of incarceration and food insecurity. In recent years, The Fortune Society has begun to explore how it can help clients and their families access the healthy foods they need. The Capstone team researched the landscape of food access in New York City and surveyed Fortune Society clients about their experiences with food insecurity. The final report documented the research findings and a GIS map illustrating the relationship between criminal justice involvement and food access in New York City. This map and the corresponding report will serve as a resource for The Fortune Society as the organization develops new food-based client services and advocacy initiatives.

Capstone Team: Caitlin Barrett, Adrienne Cahill, Sharon Carney, Sarah Martino

New York City Department of Probation
STARS Realigned: Reengineering Probation’s Performance Management System

The New York City Department of Probation (DOP) is implementing a new model of probation designed to increase the effectiveness and efficiency of public safety. This approach leverages case management tools to track the progress of probation clients, as well as assessment tools that reflect client assets and interests, and risks to public safety. DOP asked the Capstone team to re-imagine its current performance management system, STARS. The Capstone team developed a critical assessment of current indicators through extensive research on best practices for data-driven probation services management strategies, site visits, and interviews with adult and juvenile operations teams. The team delivered a set of recommendations for improvements to the collection and presentation of data and ongoing performance measurement at DOP.

Capstone Team: Jessica Cihal, Michelle Geller, Parker Krasney, Maggie Raife, Lane Tobias
New York City Fire Department  
*Improving FDNY Surge Capacity: Lessons from the Blizzard of 2010*

The New York City Fire Department (FDNY) is one of the largest emergency response organizations in the world, housing both New York City’s firefighters as well as its 911 first responders. Surge capacity, which is needed to respond to both predictable and unpredictable situations over a sustained period of time, remains one of the largest challenges facing FDNY. Through this lens, FDNY requested a Capstone team to analyze its response to the December 2010 blizzard. Research methods included a review of academic research on surge capacity, an analysis of the FDNY’s internal documentation of storm response, and interviews with a wide variety of internal and external stakeholders who played a critical role in the blizzard response. The final report will serve as an internal training tool for FDNY employees as they move up the organizational ladder. In addition, the report is designed to open up a broader conversation among emergency response organizations about best practices in building and deploying surge capacity overall.

Capstone Team: Nizhe Cai, Kent Cherny, Miriam Fink, Oksana Miller, Ross Mudrick, Jessica Weis

New York City Office of the Deputy Mayor for Health and Human Services  
*Needs Assessment and Program Design*

As part of Mayor Bloomberg’s Young Men’s Initiative, the Office of the Deputy Mayor for Health and Human Services, in cooperation with the Economic Development Corporation, is seeking to develop an entrepreneurship program designed to reach economically disconnected African-American and Latino men in New York City. The Capstone team project included an assessment of the needs and capabilities of this population, research into current programs that might be used as models, and investigation of other City programs that might be used as resources. A final proposal was made to Deputy Mayor Linda Gibbs describing the program's design.

Capstone Team: Megan Burns, Yuri Kim, Rosemary King, Laura Llamedo, Lauren Marten, Lyle Morton

Opening Act  
*Process Monitoring and Evaluation Systems for a New York City After-School Program*

Opening Act is a free, year-long, after-school theater program that provides students attending New York’s most under-served public schools with weekly theater instruction. After eleven years of operation, Opening Act is at a critical
stage in its development as a service organization. Opening Act is currently developing a long-term strategic plan that includes expanding the number of schools it serves, diversifying funding streams, and improving programming. The Capstone team subsequently developed and standardized the organization's data collection and evaluation systems, and designed and administered student surveys, attendance systems, and progress evaluations. To inform these efforts, the Capstone team conducted site visits and interviewed staff, teaching artists, students, and peer organizations. In a final report, the Capstone team provided Opening Act with recommendations as to how the new tools and protocols can be used to demonstrate the impact of the afterschool program to potential funders.

Capstone Team: Nicole Escarra, Darren Latanick, Grace Lowe, Guadalupe Ortiz, Marianne Vernetson, Elizabeth Walczak

Advanced Projects in PNP Policy

FACULTY: CHARLES BRECHER

Citizens Union

*New York City’s Civil Service System in 2012: Analysis and Recommendations*

The New York City civil service system was developed to overcome patronage and corruption that threatened the ability of city governance to effectively and efficiently meet the needs of citizens. Over time, conflict has grown about the best way to execute system goals and to balance the needs of stakeholders. Recent attempts to address inefficiencies in the system have often failed to take into consideration key perspectives and feasibility. The Capstone team researched the history and current state of the civil service system for a report to Citizens Union, a nonpartisan civic organization dedicated to promoting good government and advancing political reform in New York. Through the investigation of best practices in other jurisdictions, the potential impact of existing reform proposals, and the needs of a broad spectrum of city stakeholders, the team developed policy recommendations that seek to overcome polarized politics, maximize feasibility, and promote effectiveness, efficiency, and equity within the city’s civil service system.

Capstone Team: Sarah Church, Lyz Crane, Cinthia Ruiz, Johanna Ryan, Haley Zernich
Corporate environmental sustainability has been identified by the Environmental Protection Agency (EPA) as a key priority in recent years. Much of the research to date is on the growing success of sustainability measures that have been undertaken by large corporate leaders. The EPA asked the Capstone team to research the existing business case for sustainability and determine how the Agency might help small and mid-sized businesses build sustainable practices into their operations. With this goal in mind, the Capstone team interviewed a range of businesses about their motivations and influences, where they obtain information about sustainability, and how decisions are made. The team also collected information on the unique challenges small and medium-sized enterprises (SMEs) face in making the case for sustainability. The team analyzed key findings from these interviews to suggest how the EPA can help disseminate information about sustainable business practices among SMEs.

Capstone Team: Rebecca Ackerman, Nerissa Clarke, David Glick, Joshua Mandell

Comunilife
*Strengthening Human Resource Processes and Determining a Salary Scale for a Health and Human Services Agency*

Comunilife is a multi-service, health and human services agency providing culturally appropriate and community-centered mental health and social services, meals, and housing for people who are homeless and/or low-income, mentally ill, or living with HIV/AIDS. Comunilife requested a Capstone team to help it devise an employee compensation strategy, including a structured salary scale in line with similar human services agencies, and provisions for a reward system based on factors such as longevity and merit. As a part of this analysis, the Capstone team researched industry survey data and developed a qualifications tier structure that is tied to compensation. Additionally, the team conducted a job description analysis based on employee interviews to determine the comparability of job duties at Comunilife to those of similar organiza-
tions. Findings from this project will allow the organization to strengthen its human resource processes and make more informed and strategic decisions concerning hiring, employee motivation, and retention.

Capstone Team: Kelly Chang, Amanda Frick, Eileen Soltes, Carl-Anthony Watson

**MOUSE**

*Improving Partner Recruitment and Management for MOUSE Corps Program*

MOUSE is a nonprofit organization that empowers and educates underserved students to provide technology support and leadership in their schools, supporting their academic and career success. MOUSE Corps, one of the organization’s three programs, is a summer program that places students in partner corporations throughout New York City for a six-week internship in tech support. Now at a pivotal point in its development, MOUSE requested a Capstone team to evaluate and systematize their partnership management process to ensure that the organization maintains quality, long-term relationships with their partner corporations. Research into MOUSE’s existing marketing materials, survey data, current partners, and competitors was conducted to evaluate where the organization stood in its partnership program. The information was then compiled and analyzed to produce a document of findings and recommendations for MOUSE. A manual for partnership management was then produced for MOUSE to implement immediately for this summer’s partner organizations and subsequent years thereafter.

Capstone Team: Melissa Levick, Mona Lipson, Jean-Michelle Lopez, Megan O’Connor

**Partnership for the Homeless**

*From Crisis to Prosperity: A Sustainable Approach to Breaking the Cycle of Homelessness*

Partnership for the Homeless is a New York City based nonprofit agency committed to breaking the cycle of homelessness by helping clients achieve long-term prosperity. The Partnership requested a Capstone team to design a Career Development Program at their Family Resource Center (FRC) in East New York. The team researched national workforce program models, housing and financial assistance policies, and the local job market. This research led to interviews with program and grant managers of nationwide Local Initiatives Support Corporation (LISC) Financial Opportunity Centers which model the bundling of financial coaching, income supports, and employment services. The team also interviewed FRC staff to understand the scope of services and its client base. The result is a center-wide service model which brings case management, career development and long-term prosperity to the forefront of the FRC’s
work. The team identified a staffing structure, transition strategy, and potential sources of funding to bring the model to life.

Capstone Team: Zhaleh Afshar, Pisei Chea, David Krantz, Sophia Silao

Advanced Projects in PNP Management
FACULTY: SARA GRANT AND MERLE McGEE

Arab American Association of New York
Conducting a Pilot Community Needs Survey of the Arab-American Population in Southwest Brooklyn

The Arab American Association of New York (AAANY) is a grassroots nonprofit organization that aims to support and empower the Arab immigrant community by providing services to help them adjust to their new home and become active members of society. The Capstone team worked with AAANY to conduct the first ever social-service community-needs assessment of Arab Americans in Southwest Brooklyn. With guidance from AAANY, the Capstone team designed a bilingual survey instrument and implementation plan. The team analyzed the survey results to determine descriptive demographic information about AAANY’s potential and current client base; barriers experienced by Arab Americans in accessing social services; and opinions about the most significant issues facing the community. Based on the pilot survey’s implementation, the Capstone team developed recommendations that will assist AAANY in enhancing future assessments so that the organization can better understand, serve, and support the Arab immigrant community.

Capstone Team: Zhaleh Afshar, Pisei Chea, David Krantz, Sophia Silao

Elmezzi Foundation
Building a Best Practices Foundation to Enhance Community Impact

The Elmezzi Foundation, a family foundation dedicated to providing assistance to individuals who, due to either environment or circumstance, have not had the ability to live independent and productive lives, is in a period of focused reflection. In trying to solidify their footprint on the communities they serve, Elmezzi requested a Capstone team to strengthen internal systems and procedures, and tailor grant operations based on best practices in the field. In collaboration with Elmezzi staff, a
select sample of grantees and several similar small foundations, the Capstone team embarked on a comprehensive process of identifying current best practices and reporting mechanisms and systems. The team provided recommendations and applicable tools to guide Elmezzi’s organizational decision-making and continued internal assessment for creating durable impact and refined purpose in the community.

Capstone Team: Noah S. Bernstein, Alison Brusch, Chanel Cathey, Kara Donnelly, Amanda Paulsen

**Episcopal Social Services of New York**

*Improving Program Quality by Fostering a Data Driven Culture*

Episcopal Social Services (ESS), founded in 1831, is a nonprofit organization that provides nonsectarian services to high-need communities in the Bronx, Brooklyn, Manhattan, and Queens in order to strengthen families and promote healthy development of children and youth. The agency is interested in strengthening organizational reporting systems that help managers improve program performance. ESS requested a Capstone team to build a process that streamlines the measurement and management of data, integrates program goals, and satisfies the reporting and management needs of multiple stakeholders. The team worked directly with the staff at the organization's After School program to develop a user-friendly reporting tool that efficiently captured significant outcomes and improved data collection and management processes. In its final report, the team delivered a set of tools and recommendations that will support ESS in replicating the process across other programs and building a culture that values data and promotes accountability.

Capstone Team: Margarita Diaz, Jennifer Engstrom, Julie Hodgson, Lauren Manning

**Footsteps**

*Designing a Job Training and Career Readiness Program*

Footsteps provides educational, vocational, social, and emotional support to men and women seeking to explore the world beyond the insular ultra-orthodox communities in which they were raised. Although Footsteps offers informal job readiness support, many participants do not know how to look for a job and struggle to hold onto jobs once they obtain them. To address this issue, the team conducted an environmental scan, as well as created reference guides and an overview of best practices. The team also conducted a needs assessment by engaging in interviews with Footsteps staff and participants, partner agency staff, and other NYC organizations providing job-related services. In addition, the team created and distributed a survey to Footsteps participants. Based on this extensive research, the team designed a job training/career readi-
ness program, including the production of a logic model, program activities, program budget, and performance metrics.

Capstone Team: Avi Herring, Tiana Khazary, Becca Linden, Justin Rosen Smolen, Ruthie Warshenbrot

Leadership Enterprise for a Diverse America
*Developing Tomorrow's Leaders Today*

Leadership Enterprise for a Diverse America (LEDA) is a national nonprofit organization dedicated to developing the academic and leadership potential of exceptional high school students from socio-economically disadvantaged backgrounds. Now at a critical juncture, LEDA requested that the Capstone team help the organization measure their scholars’ academic success, employability, and level of civic engagement. The Capstone team prepared an evaluation framework for future cohorts of students, and provided recommendations for resource allocation and strategic direction in building the organization’s program. The team reviewed quantitative and qualitative information about LEDA through data analysis and staff and scholar interviews. After rigorous research focusing on college access, college success, and leadership frameworks, the Capstone team developed short- and long-term recommendations for scholar support and evaluation tools. This project will enable LEDA to refine and scale its program model,

more accurately understand and share the impact of its work, and increase fundraising potential.

Capstone Team: Rossmery Barzey, Margaret Corry, Sabrina Lee, Jacob Podhurst

Repair the World
*The State of Volunteering in North American Jewish Organizations*

Repair the World’s mission is to inspire and build a movement that makes service a defining element of American Jewish life, learning, and leadership. Repair connects Jewish Americans to meaningful volunteer opportunities, and builds the capacity of Jewish organizations to run effective service programs. With little data existing on volunteer practices in the organized American Jewish community, the goal of this project is to assess the state of volunteering in the Jewish social sector, identify ways in which Repair can support organizations, and to uncover outstanding models of volunteer service already in practice. The Capstone team developed a survey tool to collect data from organizations across the nation to help Repair establish baseline measures of the field. The Capstone team’s findings will be published in a Repair the World report on the state of volunteering in the Jewish community.

Capstone Team: Laura Brown, Margalit Rosenthal, Marci Soifer, Sarah Waldbott, Sarit Wishnevski
Advanced Projects in PNP Management

FACULTY: SEAN HARVEY

Cause Effective

*Strategic Expansion Plan*

Cause Effective is a nonprofit consulting firm that works with other nonprofits to develop fundraising strategies. It is currently considering ways to expand its client base to diversify and stabilize its own income streams. The Capstone team was engaged to collect insights into new market opportunities, particularly larger clients that can pay for services directly. To do so, the team interviewed staff, Board Members, and close associates about Cause Effective’s current capacity. The Capstone team also spoke with current and past clients, decision makers at larger nonprofits, and competing consulting firms to identify opportunities and threats that might be faced in this new market. Additionally, the team sent a survey to 150 larger NYC nonprofits to gain further insight about their relationship with consultants and conducted a focus group to test preliminary recommendations. The final report provided tiered recommendations and highlighted how Cause Effective might adapt to serve this market, and stay true to its current mission.

Capstone Team: Elizabeth Carboni, Christina Coury, Brittany Ebendorf, Lauren Peddicord, Melanie Raoul

Harlem Educational Activities Fund

*Creating, Cultivating, and Sustaining Alumni Engagement*

Harlem Educational Activities Fund (HEAF) is a supplemental education and youth development organization that seeks to proactively involve more of its alumni in the life and development of the organization. HEAF requested a Capstone team to identify gaps in HEAF’s alumni engagement program and develop a comprehensive proposal for cultivating alumni voluntary and financial support. To this end, the Capstone team conducted a comprehensive research project to better understand the root causes of the organization’s challenges and learn how to engage alumni in more meaningful ways. The final deliverables provided insights on service and connection priorities identified by an internal and external scan, and outlined a multi-year implementation program that includes activities, schedules, and metrics to produce more satisfied alumni, increased involvement, and enhanced giving.

Capstone Team: Mary Donohue, Riley Haggard, Michelle Higgins, Matt Quinn
Advanced Projects in PNP Management and Finance

FACULTY: CHRISTINE CHISHOLM

Fiscal Management Associates
Prediction of Nonprofit Dissolution

Fiscal Management Associates (FMA) is a management consulting firm based in New York City that empowers nonprofit organizations with fiscal management, accounting, organizational, and technological knowledge and skills. One significant segment of FMA’s client base includes private grant making foundations, which have routinely asked FMA for help in assessing the risk that a potential grantee will dissolve during a grant term. The Capstone team predicted and quantified the probability that a nonprofit organization will cease to operate through a statistical model. After an extensive literature review and interviews with NYU faculty and nonprofit consultants, the team identified IRS revocation of tax-exempt status as the most reliable indicator of nonprofit failure. The team gathered data on nonprofits in NY State and defined independent variables from public tax filings. The team then specified a theoretical equation to explain nonprofit failure and formulated a hypothesis about the relationship between variables of interest.

Capstone Team: Marisa Dadap, Melissa Menke, Zaheer Mustafa, Rohit Sinha, Andy Wright

Sauti Yetu Center for African Women
Strategic Planning for the National African Immigrant & Refugee Women’s Network

Three years ago, Sauti Yetu Center for African Women founded the National African Immigrant & Refugee Women’s Network (NAIRWN). This Network is comprised of African women who live across the United States, and aims to improve the lives of African refugee and immigrant women and girls. Sauti Yetu engaged the Capstone team to develop and compose a strategic plan to formalize and guide NAIRWN’s future structure and activities. To inform this strategic plan, the team conducted an environmental scan and SWOT analysis, interviewed the Network’s Core Strategy Group, and facilitated a strategic planning workshop with Sauti Yetu representatives. The final deliverable provides the Network with a clear organizational strategy and growth plan that NAIRWN can use to strengthen its membership base, secure financial support, and further its goal to build a national advocacy network for African women and girls across the country.

Capstone Team: Dianne Anderson, Ariela Rosenberg Brafman, Eric Hersey, Meekaelle Joseph, Alexandra Larschan
Harlem Educational Activities Fund
Leveraging Organizational Strengths to Generate Income

Harlem Educational Activities Fund (HEAF) is a college preparatory and completion program that provides an extended continuum of education, youth development, and leadership opportunities to underserved New York City students. HEAF has received multiple requests for youth development curricula, site visits, and management best practices from similar organizations. HEAF requested a Capstone team to evaluate its opportunities to leverage program strengths, staff expertise, and organizational capacity to create a new revenue stream. The team conducted site visits; interviews with HEAF administrators, partner organizations, and nonprofit earned-income experts; a literature review; and a competitor analysis to assess the market and organizational strengths and guide its recommendations for an earned-income model.

Capstone Team: Desalina Allen, Francis Cheng, Jihyun Lyo, Johnny Machado, Triana Urraca

Rutgers Center for Urban Environmental Sustainability
Preserving New Jersey’s Industrial Heritage: A Business Feasibility Study Assessing the Restoration and Reuse of the Hackensack Waterworks

Recognized by the National Trust for Historic Preservation as one of the eleven most endangered historic places in the United States, the Hackensack Water Works is a monument to New Jersey’s industrial past. Since its donation to Bergen County in 1993, the site has languished in a state of abandonment and disrepair due to a lack of funding and common vision for the site. The Rutgers Center for Urban Environmental Sustainability, through interactions with government representatives and public stakeholders, has identified the creation of a business feasibility study as a crucial next step toward the restoration of the historic water works. This study included an examination of comparable projects, an analysis of supply and demand conditions in Bergen County, a financial model for potential cash flows given specific assumptions, and recommendations for a possible nonprofit entity to engage in a public/private partnership with Bergen County.

Capstone Team: Cristina Baldor, Noah Branman, Randi Chmielewski, Ziwei Song, David Strungis
**Advanced Projects in Health Policy and Management**

**FACULTY: JOHN DONELLAN**

**Children of Bellevue**

*Improving Process and Providing Measurement Tools for the Early Learning Group*

Children of Bellevue (COB) is a nonprofit organization dedicated to initiating, funding and developing special programs, and acting as an advocate for children and their families within Bellevue Hospital Center. The Early Learning Group (ELG), a program funded by COB, provides a therapeutic, developmentally-based playgroup for parents and children between the ages of six months and three years. Currently, the ELG does not have a formal system in place for measuring the success of the program’s goals and objectives. The Capstone team was assigned the task of helping ELG develop measurement tools to better assess the success of the program. The initial stage of the project included thorough research and complete understanding of the ELG, achieved through multiple on-site visits by Capstone team members. In addition, the team conducted research of best practices of other hospital-based programs and similar goal-oriented nonprofit organizations. Through these means, and interviews with child life experts, the Capstone team provided recommendations for the implementation and utilization of measurement and evaluation mechanisms that COB and ELG can use to demonstrate its success in fulfilling its goals.

Capstone Team: Erin Bailey, Jeanne-Louise Camus, Rasha Jadalhack, Niya Nanavati, Jini Samuel

**GMHC**

*Feasibility Study for GMHC Medical Clinic*

Since its founding in 1981 during the onset of the HIV/AIDS crisis in the United States, GMHC has played a leading role at the local, state, and national level in the fight against HIV/AIDS. Through their extensive social services and programs for clients, GMHC has identified an emerging need for medical and rehabilitative services within their unique population of clients. The Capstone team performed a health care needs assessment and market analysis to determine the feasibility of expanding beyond a social services and policy organization to a medical services provider. The Capstone team used findings from the needs assessment and market analysis to determine strategic next steps for the organization.

New York City Health and Hospitals Corporation

*Developing a Prototype for the Naturally Occurring Healthcare Community in East Harlem*

The Capstone team worked with HHC's Office of Special Projects to create a model that leverages the existing organizations and resources in the local community to address health disparities and access to health care. East Harlem was chosen because a significant percentage of its residents have no primary care provider or health insurance, live below the federal poverty line, and contend with greater-than-average levels of crime, illness, and economic disparity. This model, called the Naturally Occurring Healthcare Community (NOHC), would facilitate health care provision through the development of linkages with social service and other agencies possessing established relationships with neighborhood residents. The NOHC draws on best practices for serving a community with its given demographic profile and for creating and sustaining partnerships among organizations of differing size, mission, and resources. The Capstone team developed an anonymous survey for East Harlem HHC and CBO employees to register their opinion on the greatest health and psychosocial challenges experienced by residents they serve.

Capstone Team: Kelly Barsan, Ellen Brophy, Erik Halaas, Julia Mills Levine, Alexander Merati

United States Centers for Medicare & Medicaid Services

*Determining the Potential Impact of the Affordable Care Act’s New Models of Care on Healthcare Access and Delivery in Southern New Jersey*

The Centers for Medicare & Medicaid Services (CMS) provides healthcare coverage to one out of every three Americans, and it is currently playing a paramount role in the implementation of the Affordable Care Act (ACA). The CMS Region II Office requested a Capstone team to help it assess whether the new models of care underpinning ACA, including patient-centered medical homes and accountable care organizations, are feasible and desirable in the rural counties of Southern New Jersey, and if they are not, what methods of care delivery might better meet these counties’ healthcare needs. Additionally, the team explored the potential impact that New Jersey's future health insurance exchange might have on health insurance access in the region. The final qualitative analysis report includes findings from a literature review, interviews with key stakeholders, and a site visit to the area’s largest Federally Qualified Health Center. Through its work, the team established a methodological framework that can assist the CMS Region II Office in conducting future feasibility assessments in areas where health care services and delivery systems are limited.

Capstone Team: Michael Butler, Kitanya Harrison, Susan Hayes, Micah Julius, Alexandra Margolis
Advanced Projects in Health Services Management and Finance
FACULTY: ROGER KROPF AND AMY GOLDMAN

Bronx Lebanon Hospital Center
Bronx Lebanon Hospital Center’s Health Home

The main objective of this Capstone project was to facilitate the working relationships between partner organizations involved in the Bronx Lebanon Hospital Center (BL) Health Home Program. As an approved Health Home, BL sought the help of the Capstone team to achieve a better understanding of partner organizations within its Health Home provider network, in order to improve the coordination of services provided to Health Home enrollees. The Capstone team provided BL with a comprehensive literature review of Health Home State and Federal policy, as well as an in-depth case study for the Health Home model. In addition, the Capstone team interviewed BL’s Health Home partner organizations and developed a comprehensive analysis for building an effective Health Home framework within the given organizational resources.

Capstone Team: Baturalp Baserdem, Lindsay DiFazio, Tara Fujisawa, Shalini Leon Guerrero, Elaine Purcell

Health Plus
Investigating the Drivers of Increased Specialty Utilization for a Managed Care Organization

Health Plus is a managed care organization that covers over 323,000 low-income and underserved individuals in New York City and Nassau County through the Medicaid, Child Health Plus, and Family Health Plus state-sponsored health programs and through federal Medicare Advantage programs. The Capstone team worked to understand the underlying reasons for growth in specialty physician outpatient utilization in its state sponsored programs. The team conducted a literature review to understand national trends and drivers of specialist utilization. Using hypotheses from the literature review, the team tested them using the organization’s internal data. Then, the team conducted surveys of primary and specialty care providers within the Health Plus network to better understand referral and usage patterns. Finally, the team made recommendations and created metrics for managing the use of outpatient specialty services without detriment to quality care and provider satisfaction.
Capstone Team: Anita Anburajan, Caitlin Bertha, Randeep Mann, Stanley Pierre

Helene Fuld College of Nursing
Industry Analysis and Strategic Planning

As part of the Helene Fuld College of Nursing (HFCN) strategic planning process, the college sought to understand the current and future needs (5-10 years out) of what health care employers would require of nurses and nursing education. Interested in growth, the college expanded the scope of nursing degrees it currently offers by receiving approval from New York State to start a baccalaureate degree in nursing. The scope of work completed by the Capstone team included an industry analysis specifically focusing on current trends in nursing, RN job postings, review of internal and external nursing curriculum, and development of three short-term and long-term options and opportunities for HFCN to focus on relative to RN education preparedness and employment opportunities in the metropolitan area.

Capstone Team: Erica Epstein, Lily Polskin, Hillary Shaw, Arik Yetwin

James J. Peters Veterans Administration Medical Center
Evaluation of Product Line Management

The Bronx Veterans Administration Medical Center (VAMC) has 311 hospital beds and 120 nursing home beds, and provides a broad range of inpatient and outpatient health care services for our nation’s veterans. It is currently one of the few VAMC’s in the nation that utilizes a Product Line Management (PLM) model. The Bronx VAMC is considering possible changes to its management structure and asked the Capstone team to provide recommendations. Although redesigning product lines could be beneficial for patient care, the Bronx VA is limited by budgetary and spatial constraints. The Capstone team conducted an extensive literature review, and interviewed staff, PLM consultants, and other healthcare organizations that are using PLM. The team provided recommendations on best practices to the senior management team with the information necessary to determine what changes are most critical, cost-effective, and feasible to implement.

Capstone Team: Kou Cha, Mike Iskandaryan, Paloma Medina, Shawn Swift

Maimonides Infants & Children’s Hospital
Primary Care Provider Reimbursement

This Capstone project was designed to provide evidence-based strategies to assist Maimonides Infants & Children’s Hospital (MICH) in developing a Patient and Family Communication Book and Resource Guide to enhance and facilitate patient-centered care and communication among healthcare professionals. The
Capstone team interviewed hospital staff, physicians, and patients’ families in order to better understand current communication strategies and challenges. Based on this research, the team offered guidance on content and recommended that MICH shift the major components of the communication book to an electronic format to enhance usability. The team’s work on the book should lay the foundation for an electronic communication guide and record.

Capstone Team: Ryon Andersen, Olivia Brown, Irina Isajeva, Michael Rosen

**Safe Space NYC**

*Ambulatory Patient Groups Behavioral Health Revenue Projection Model*

Safe Space is a nonprofit organization with a 70 percent Medicaid population. They offer a wide range of integrated family support and youth focused programs, including mental health services, designed to help families build a more hopeful future for themselves. As of October 2010, mental health clinics such as Safe Space, under the direction of New York State’s Office of Mental Health, must adhere to drastically different reimbursement rates and guidelines for Medicaid patients called Ambulatory Patient Groups (APG).

The first aim of the Capstone project was to research and summarize the new rates and guidelines. The second was to provide a three year business plan for Safe Space using models built by the Capstone team. The team used the model to conduct revenue projections under the APG methodology that analyze various service mix options and management strategies. Finally, the team recommended strategies to maintain or improve Safe Space’s performance under the new reimbursement system.

Capstone Team: David Leckner, Patricia Long, Farah Mahmud Omer, Esther Platnick
Brooklyn Borough President’s Office  
*Bedford-Union Armory Revitalization*

Despite Brooklyn’s renaissance over the past decade, parts of central Brooklyn still suffer from chronic poverty, high unemployment, and lower educational attainment. The Brooklyn Borough President’s Office (BBPO) is currently conceptualizing a new initiative to provide comprehensive support services to central Brooklyn residents. The BBPO envisions the Bedford-Union Armory, located in central Brooklyn, as the home for this initiative, and tasked the Capstone team with identifying how the Armory can best serve the local community. The team began the community engagement process by holding an Armory Open House and Town Hall, allowing hundreds of residents to share ideas about potential services and programs. The team also interviewed dozens of stakeholders and researched comparable armory redevelopments and place-based revitalization efforts. The team’s final product is a public document containing recommendations on programming, operations, outreach, and improvements to the facility that together create a vision of what is possible at the Armory.

City of Philadelphia Streets Department  
*Philadelphia Streets Department 2.0: Helping a Traditional Municipal Agency Meet the Challenges of a New Age*

The Philadelphia Streets Department (PSD) oversees and maintains many of the city’s vital infrastructure and services, including its streets, street lighting, sanitation, snow removal, traffic control, and bridges. The PSD’s Deputy Commissioner of Transportation requested a Capstone team to evaluate the Department in order to identify opportunities for pursuing innovative management and program initiatives. The team’s strategy consisted of a combination of research methods. The first was to evaluate the agency based on organizational structure, budget size and allocation, and service provision. To do this, the team interviewed current and former employees, as well as relevant PSD partners. These interviews helped inform the second part of the research, which was a comparative analysis of peer transportation agencies. Through an in-depth
survey of these peer agencies regarding personnel, infrastructure, and budgets as well as phone interviews with staff, the team was able to provide a comparative context to help inform its final recommendations to PSD. In addition, the Capstone team identified innovative practices and initiatives from municipal agencies nationwide that it saw as providing valuable lessons for Philadelphia. Based on this internal review and analysis of external practices, the team prepared recommendations for strategically directing and developing the Department over the next five years. The report’s recommendations will provide an important framework for PSD to use as it evolves and renews itself to meet the changing needs of the 21st Century city.

Capstone Team: Drew Goldsman, Ruben Hoyos, Lena Mik, Nick Shears

**Emerging Markets, Inc.**  
*Improving Access to Financial Services in Cypress Hills, Brooklyn*

Access to and use of traditional banking services has historically been limited in low-income neighborhoods, forcing residents to rely on fringe financial services providers with higher rates and fewer opportunities to save. Emerging Markets Inc. (EMI), a hybrid for-profit/not-for-profit firm carrying out "place-based initiatives," partnered with Capital One Bank to request information about the Cypress Hills Brooklyn neighborhood that may reveal opportunities for community economic benefit as well as profitable bank activity. The Capstone team, through primary and secondary research, developed a detailed snapshot of the neighborhood, including demographic conditions, business patterns, and existing financial services. In addition, the team profiled the landscape of neighborhood organizations and identified opportunities for banking partnerships with local businesses as a way of expanding their reach in the neighborhood and increasing community member access to mainstream financial services.

Capstone Team: Noam Hurvitz-Prinz, Andrea Israel, Jonathan Libutti, Robert Siniscalchi

**New York City Department of Sanitation**  
*Plastics Recycling in NYC*

NYC suffers from a low rate of plastics recycling, and the national plastic resin identification coding (RIC) system is undergoing revisions that may influence this trend. The New York City Department of Sanitation (DSNY) seeks to identify the causes for the low rates in order to increase residential diversion of recyclable plastics. DSNY requested a Capstone team to gather data through a consumer research study. The team held focus groups to inform design of a citywide survey, and the resulting survey was distrib-
uted to 10,000+ NYC residents through community boards, professional and academic networks, social media channels, and community groups. The team analyzed the survey data to produce a report that will assist DSNY in assessing its outreach and education efforts. It also provided DSNY with statistics on the benefits and shortfalls of the current and proposed plastic labeling system. The final recommendations will be used to make recycling more efficient in NYC and to contribute to the national debate on plastics recycling behavior.

Capstone Team: Angel Chen, Jessica DiDonato, Rebekah Morris, Prashant Shah

Restored Homes Housing Development Fund Corporation and the Center for New York City Neighborhoods Foreclosure and Neighborhood Stabilization in Jamaica, Queens

Restored Homes (RH) Housing Development Fund Corporation was selected as the local nonprofit to implement the federal Neighborhood Stabilization Program (NSP) in New York City. NSP is a federal program created to address increases in home abandonment, blight, and crime, as well as the erosion of property values following the foreclosure crisis. Jamaica, Queens has been referred to as ground zero of the foreclosure crisis in New York City. RH uses $24 million in federal and city subsidies, and $32 million in private financing to purchase, rehabilitate, and resell HUD-owned and bank foreclosed properties to low-income buyers. RH partners with the Center for New York City Neighborhoods, which works to identify and assist homeowners who are in danger of losing their homes to foreclosure. The Capstone team investigated a small section of Jamaica, identifying the current state of physical and financial distress in each home to create recommendations to improve programs that address unmet neighborhood needs.

Capstone Team: Eleanor Atkins, Christian González-Rivera, Stephanie Rosoff, Michael Sandler

Township of Woodbridge, New Jersey Green Technology Park

After taking office in 2006, Township of Woodbridge Mayor John McCormac identified the Pennval Road Redevelopment District as one of four priority project areas. The Township has since proposed that the 104-acre site be transformed from its current industrial, transportation, and waste management uses into a green technology park. The site has great potential, as it is conveniently located near a proposed transit village, not far from Woodbridge Center (a large area mall), and a New Jersey Transit railroad line that provides quick and easy access to Manhattan. A concept plan and implementation strategy was completed by consult-

Completing Complete Streets

The Capstone team worked with the City of Rye, the Town of Mamaroneck, the Village of Mamaroneck, and the Village of Larchmont to create a Complete Streets Manual and a pilot implementation guide for bike sharrows (shared right-of-way markings). The manual covers four administrative areas – law and policy, planning process, public outreach and education, and maintenance and financing – and analyzes what steps can be taken in each area to further a program of improvements for pedestrians and bicyclists. The recommendations in these areas were based in part on best practices research focusing on similar towns in the tri-state area and New England, compiled in an interim memorandum delivered to the clients. The sharrows guide takes the municipalities step-by-step through the implementation of bicycle sharrows, which the team considers a readily achievable project.

Capstone Team: Doris Lee, Stephanie Levinsky, Alex Lieber, Carlyn Maksymuk
**Manhattan Community Board 5**

*Penn Station Area Inventory and Recommendations*

The Capstone team worked with Manhattan’s Community Board Five to inventory and assess current conditions and planned projects in the Penn Station area as a foundation for future community planning efforts and a potential 197-A plan. The study area extends from 8th Avenue to Lexington Avenue and from 59th Street to 14th Street. The team assessed opportunities and challenges in the area, including open space, office and residential capacity, traffic and congestion management, and economic activity. As part of this assessment, the team analyzed digital data sources, conducted field surveys, and interviewed stakeholders. The final product was an assessment of the area and recommendations for further inquiry into zoning open space, transportation improvements, and economic development programs.

Capstone Team: Jeffery Aser, Michael Devlin, Eman Eshmawy, Jonathan Matz

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**Two Bridges Neighborhood Council**

*Design Solutions for Public and Affordable Housing in the Lower East Side*

The Lower East Side contains the second highest concentration of New York City Housing Authority (NYCHA) housing in Manhattan, and provides stable affordable housing in a rapidly gentrifying neighborhood. The Capstone team explored best practices and policies for cultivating livable, affordable, interconnected, and vibrant communities that possess significant social, economic, and cultural diversity. The study provided a framework for broad application within the City of New York with a special focus on Lower Manhattan. NYCHA’s Smith and Vladeck Houses and their surrounding neighborhoods within Community Board 3 and the Two Bridges Neighborhood, served as case studies for the project. The study provided urban design guidelines and recommendations for communities containing public and affordable housing that generate vibrant, livable, affordable, and well-resourced built environments.

Capstone Team: Samuel Filler, Brit Holten, Shuai Ren, Jiyon Shin
Advanced International Projects
FACULTY: PAUL SMOKE AND JOHN GERSHMAN

Egypt Decentralization Initiative/United States Agency for International Development and the United Nations Development Programme
Assessment of Externally Funded Decentralization and Local Governance Initiatives in Egypt

In recent years, the Government of Egypt worked closely with various international development institutions, including USAID through the Egyptian Decentralization Initiative (EDI), to promote experimentation with decentralization and local governance reform in the highly centralized country. Prior to the 2011 revolution, the Ministry of State for Local Development (MoLD) was working on a national decentralization and local governance strategy and various pilot programs. The country is now in the process of electing a new government and developing a new constitution, and the place of decentralization is not yet clear. The Capstone team provided inputs to assist EDI in thinking about how to support development of a new strategy paper that is consistent with the evolving situation. Topics of investigation included documenting how key government activities have been handled in the past; providing examples from international experience; outlining essential questions and methodologies for assessing how the system might be transformed going forward; and determining whether/which international agencies might support MoLD to advance their agenda.

Capstone Team: Caroline Alley, Koreyan Calloway, Justin Chotikul, Jessica Fumanti

Lincoln Institute of Land Policy
Metropolitan Governance and Finance in Accra, Cape Town, and Nairobi

The Lincoln Institute of Land Policy is a leading resource for key issues concerning the use, regulation, and taxation of land. The Institute engaged the Capstone team to assess metropolitan governance and finance practices in Accra, Cape Town, and Nairobi. The team’s research focused on documenting intergovernmental relations, financing mechanisms, and service delivery management as well as exploring key issues around land and its potential for raising revenue. The Capstone team used field interviews and secondary research to produce case studies that explore the interactions between institutional and financial structures and service delivery in each city. This research contributes to an existing collection of case studies developed by previous Capstone teams on
Cairo and Manila. These cases will be publicly available on the Lincoln Institute website as a resource for scholars and practitioners interested in local public governance and finance.

Capstone Team: J. Louise Bruce, Emma Darch, Akwaeke Zara Emezi, Hanying Peng, Kimisha Sellers, Leah Vinton

**Municipality of Sucre: Agency for Economic Development**

*Formalizing Petare’s Informal Street Vendors*

The Capstone team worked with the Agency for Economic Development in Caracas, Venezuela, on two main activities relating to informal street vendors operating in Petare, an informal settlement. The tasks included gathering information about the vending practices and spatial location of street vendors to inform the distribution of vending permits as well as investigating the impact of a professional training program (“Hacia la formalización”) geared towards formalization. The team created maps of vendor stall spaces along streets and sidewalks in Petare coded with supplemental information about type of product sold. They also conducted a preliminary evaluation of the training program through interviews, focus groups, and telephone surveys with program architects, instructors, and program beneficiaries. The team used a literature review and other background information to help synthesize and analyze the field data, providing recommendations to the client on how to improve the training course and authorize permits for street vendors.

Capstone Team: Aleise Barnett, Diego Duque, Maricha Friedman, Luis Schloeter

**United Nations Capital Development Fund and The Swedish International Center for Local Democracy**

*Local Economic Development in Uganda and Rwanda*

The United Nations Capital Development Fund (UNCDF) and the Swedish International Center for Local Democracy (ICLD) support capacity building and governance in developing countries, both to improve decentralization and to strengthen local public investment. The Capstone team examined and mapped the Local Economic Development (LED) strategies in Rwanda and Uganda. The team identified key LED stakeholders and reviewed the trajectory of nascent LED approaches in order to extract lessons learned and to document key challenges in LED implementation. The Capstone team conducted extensive background research on LED theory and practice and conducted field interviews with local municipal authorities, ministry officials, and civil society members in Rwanda and Uganda. This research is a continuation of a portfolio of case studies being done for the clients to better understand and map LED strategies across the developing world.

Capstone Team: Maria Acevedo, Chirlie Felix, Laura Robitzek, Suzanne Zuppello
The Chittagong Hill Tracts (CHT) is an area characterized by a complex social and political environment located in the south-eastern corner of Bangladesh. CHT has remained largely outside the mainstream of development assistance for more than 25 years due to an insurgency which ended with the signing of the CHT Peace Accord in 1997. Since 2003, UNDP-CHTDF has been the lead agency among the development partners carrying out programs and projects that range from health services to community empowerment. In July 2011, Union Parishad elections (lowest tier of local governance) saw a significant number of new women elected, including several who underwent UNDP-CHTDF gender and leadership training. The Capstone team conducted interviews with women in CHT to research women’s motivations to run for office, enabling factors that influenced their success in the election process, and key effects of election outcomes. The team then identified areas where UNDP-CHTDF can strengthen programming to increase the political participation and influence of women in the region.

Capstone Team: Kathryn Hale, Kate Likely, Emily Richard

In 2008, the United Nations Development Program Chittagong Hill Tracts Development Facility (UNDP-CHTDF) created a community-based health service program in the Chittagong Hill Tracts (CHT), a rural post-conflict area in southeast Bangladesh. The program is slated to lose funding in the next six months, making it imperative for UNDP-CHTDF staff and local Hill District Council leadership to know the status and consider the future of basic health care provision in the CHT. The Capstone team took initial steps to document the level and quality of health care provided to those living in the CHT. The team also identified the strengths and weaknesses of the UNDP community-based health program and the government health facilities. The work included a thorough program assessment that included conducting one-on-one interviews and focus group meetings with key stakeholders.

Capstone Team: Rania Ashraf, Magalita René, Jocelyn Scherr
Urban Institute Center on International Development and Governance
Local Public Sector Database Construction and Analysis

The Urban Institute (UI) Center on International Development and Governance conducts research, lends assistance, and builds capacity to promote economic and democratic development around the world. The Capstone team is working with UI to create a Local Public Sector Finance Database as the cornerstone of the Local Public Sector Initiative. The team collected data on financial, political, and administrative dimensions of the local public sector of 12 countries, with an emphasis on Africa and Asia. The countries selected include those that primarily employ either a devolved or deconcentrated system of local governance. The data collected will ultimately be used for the analysis of public sector effectiveness in developing countries. Outcomes will be compared across countries to determine how expenditures play a different role in the “production function” of the public sector and whether systemic differences exist between local public sector finances in devolved versus deconcentrated countries.

Capstone Team: Faigy Abdelhak, Ji Hyun Chung, Jingqiang Du, Valerie Stevens

World Bank Urban Programs
Cities Development Project in Indonesia

The Capstone team worked with the World Bank on an urban project identification mission in four Indonesian cities (Surabaya, Yogyakarta, Balikpapan, and Makassar) with a particular focus on their planning departments. The new project is intended to help these cities tackle the challenges of rapid urban growth through investment decisions that are both economically and ecologically sustainable. The team reviewed ideas for investment projects being planned by each city and did a preliminary assessment of their suitability for potential financing by low-interest loans to be provided through the project. In addition, the team interviewed key staff members to determine planning department requirements for technical assistance to strengthen their institutional capacity to implement the identified investments. The team provided input into the design of future capacity building workshops, assisted in drafting a Terms of Reference for a larger needs assessment, and collaborated on a preliminary design of its initial components.

Capstone Team: Adam Eckstein, Marian Abukar Haji-Mohamed, Jonggon Hwang, Siddharth Pandit, Krishna C. Rao
Advanced International Projects
FACULTY: KATHERINE BOURNE AND STEVEN SCHALL

Agora Partnerships
Expansion Feasibility Analysis for an Impact Entrepreneurship Program in Central America

The Capstone team worked with Agora Partnerships, an organization that supports small-to-medium sized businesses in Central America that incorporate economic, social, or environmental value into their business plans. Through its Accelerator program, Agora enhances these businesses’ ability to scale up by providing their founding entrepreneurs with skills training, networking opportunities, and access to capital. Tasked with evaluating Agora’s potential expansion into El Salvador and Costa Rica, the team traveled to both countries—as well as to Agora’s annual retreat for Accelerator program participants—to meet with entrepreneurs, investors, partners, academics, and government officials. For each country, the team examined the entrepreneurial landscape; whether existing businesses are interested in enhancing their value to the community; what investors are looking for; and with whom Agora could partner on the ground. The team provided Agora with analysis and recommendations on whether to pursue its planned expansion into El Salvador and Costa Rica and, if so, how to maximize its value in each country.

Capstone Team: Nathalie Agudelo, Carolyn Cohen, Maital Friedman, Anna Gangadharan, Kristen Waebber

Amend
Creating a Strategic Plan for Reducing Road Traffic Injuries in Africa

Amend is a nonprofit organization addressing the epidemic of road-traffic injuries in African countries. Its main service provides road safety education to school children, who bear a heavy burden of these injuries. Although Amend believes strongly in the value of this education, fundraising efforts may not support the organization’s long-term growth. As a result, Amend contracted the Capstone team to explore the option of opening a for-profit consulting branch that expands its range of services in the road safety field. The Capstone team developed a strategic plan for the organization, taking into account the market for road safety as well as Amend’s abilities to provide these services. Using the Capstone team’s recommendations, Amend’s consulting branch can earn a profit and funnel these funds back to the nonprofit branch, creating a sustainable cycle of funding for their true priority: educating children on road safety to save lives.
Malaria No More

*Understandings of Malaria Diagnosis and Implications for Rapid Diagnostic Test Use in the Centre Region of Cameroon*

Malaria No More (MNM) is an international non-governmental organization dedicated to ending malaria deaths through communications and prevention campaigns throughout malaria-endemic Africa. MNM is working on an initiative to introduce Rapid Diagnostic Tests (RDTs) and is seeking to gain a better understanding of attitudes towards fever and malaria diagnosis in Africa, in order to produce targeted behavior-change communications. To explore this issue, the Capstone team conducted focus groups with community members and interviewed healthcare workers in Cameroon where RDTs are being introduced. Preliminary analysis suggests there are information gaps about malaria diagnoses and RDTs for both the public and healthcare workers. These initial findings have been used to shape content for a series of forthcoming public service announcements in Cameroon. The final report included an extensive literature review, detailed qualitative analysis of data collected in Cameroon, and recommendations for future communications strategies about RDTs and malaria.

Medical Relief Alliance

*Goat Hope Social Venture Goat Farm*

The Capstone team provided a market analysis and business plan for a dairy goat farm in Kenya for Medical Relief Alliance (MRA). MRA is a small NGO with a goat-gifting program (Goat Hope) for women affected by HIV/AIDS. MRA’s objective is to start a Social Venture Goat Farm (SVGF) that will fund the expansion of project Goat Hope to an additional 200 families annually. In addition to the market analysis of goat milk products in Kenya, the Capstone team conducted a comprehensive overview of good animal husbandry practices affecting dairy goat milk production, as well as a review of commercial goat-rearing practices in Kenya and in the U.S., and an assessment of goat breeding competitors. The culmination of the Capstone team’s work resulted in a series of recommendations set forth in a business development plan that gives MRA a roadmap to introduce SVGF’s goat milk and value-added products into Kenyan supermarkets.

Capstone Team: Nora Anderson, Nadia Cureton, Ashley Jensen, Asher Pacht

Capstone Team: Boykin Clarke, Caroline Keeley, Vedrana Misic, Linda Rodriguez, Valerie Varco
Seeds of Africa Foundation
Evaluating the Impact of an Educational Enrichment Program on Young Students and their Community in Adama, Ethiopia

In Ethiopia, 39 percent of the population is below the international poverty line, the total adult literacy rate is 36 percent, and the primary school net enrollment is 45 percent. Seeds of Africa is a nonprofit international organization based out of New York City and Adama, Ethiopia, that seeks to combat these and other recurring issues through an educational enrichment initiative. The organization sought an evaluation of their program’s impact on their students and community before moving forward. The Capstone team conducted in-depth research on after-school education, evaluation tools, and consulted field experts in order to develop a thorough, multi-faceted evaluation system. The team collected quantitative and qualitative data in Adama by conducting stakeholder interviews, documenting data, and observing and assessing students by implementing the evaluation they developed. The team provided a comprehensive final report of findings and recommendations, which Seeds of Africa can use to improve its program and understand the scope of its impact.

Capstone Team: Akua Ahmed, Precious Buxton, Harshi Hettige, Tupochele Mtila

United Nations Development Programme
Scaling Up for the Millennium Development Goals

The Bureau for Development Policy of the United Nations Development Programme has selected 10 countries in which to scale up proven local development projects in sectors that include microfinance, good governance, employment, energy, and water and sanitation over the next two to three years. UNDP requested a Capstone team to assist them with designing a monitoring and evaluation (M&E) system specifically for use during the scale up phase of the selected projects. The Capstone team focused on projects in two of the 10 countries, Colombia and Rwanda, to assess gaps in the M&E systems currently in place and draft a set of indicators that could be used to measure each project’s outcomes and impacts. In addition, the Capstone team conducted a literature review of M&E systems being used in international development.

Capstone Team: Nadirah Blassingame, Zakia Griffin, Nicholas Holsapple, Na Hae Kim, Elisabeth Sewall
Advanced International Projects

Academy of Responsible Management
Assessment of Corporate Social Responsibility Growth Opportunities for Small and Medium-Sized Enterprises in Thailand’s Electronics Manufacturing Industry and Vietnam’s Food Processing Industry

With the high level of economic growth present in Southeast Asia (SE Asia), businesses, communities, and governments are gradually recognizing the need for increased corporate social responsibility (CSR) practices. This is especially true with respect to the small and medium-sized enterprises (SMEs) that comprise a huge proportion of the region’s businesses. To address this need, the Academy of Responsible Management (ARM) provides trainings to assist SMEs with developing sustainable management models to enhance their performance and social impact through ethical and environmental management. ARM, based in Kuala Lumpur, Malaysia, is interested in expanding its services to other countries in SE Asia. The Capstone team was tasked with examining the general frameworks of CSR in the region. After a literature review, the team narrowed its focus to the electronics manufacturing industry in Thailand and the food processing industry in Vietnam. Both industries are comprised primarily of SMEs and each has a significant impact on the environment and overall health and safety of industry workers. To gather data and further develop the proposed research, the team traveled to Thailand and Vietnam to interview business owners, union representatives, government officials, and nonprofits in order to forecast ARM’s growth opportunities. The team produced a report on its findings with suggested opportunities for growth, next steps, and potential funding partnerships.

Capstone Team: Sarah DeNicola, Casey Nairn-Mahan, Laura Parewski, Melissa Petros, Sarah Schwimmer

Global Goods Partners
Monitoring and Evaluating Fair Trade Community Based Organizations

Global Goods Partners (GGP) is a U.S.-based nonprofit that sells and markets handmade, fair trade artisan goods produced by over 40 community-based organizations (CBOs) in Asia, Africa, and the Americas. GGP aims to improve sustainable livelihoods for communities and seeks to understand how its operations
support local economic empowerment, education, health, and women's rights. The Capstone team developed a monitoring and evaluation framework to measure and document the social impact of GGP's partnerships. The team conducted field interviews with artisans and management in Nepal and Guatemala, developed a matrix of social and economic indicators that align with the reporting priorities of GGP and partner CBOs, and created a virtual survey tool and evaluation framework to help GGP collect and analyze data. The field data, tools, and framework were compiled into a final report that GGP will use to further its mission and conduct an impact evaluation in the future.

Capstone Team: Becky Bavinger, Morgan Dixon, Anna Kichorowsky, Dan Pargee, Chia Jui (Erica) Wu

**Instituto de los Mexicanos en el Exterior (Institute for Mexicans Abroad)**

*Skills Without Borders: Training and Certification for Migrant Workers*

Migrant workers face particular challenges in making their skills visible across global contexts, impacting the utilization of human capital and migrants' ability to increase their standard of living and earnings. The mission of the Institute for Mexicans Abroad (IME) is to advise the government of Mexico on the formulation of policies for Mexican communities abroad. Building on the 2010-11 Capstone project that evaluated IME's programs to train and certify middle-skilled migrant workers in the United States, this year's team provided IME a comparative analysis of global programs and practices pursuing skills training and certification. To help inform the development of a transnational policy, the team examined the institutional structures and partnerships of skills training and certification programs through two case studies set in the European Union and the Asian-Pacific region.

Capstone Team: Rati Bishnoi, Sara Dushey, Breana George, Elyse Lightman Samuels, Xiner Xu

**Instituto Tellus**

*Frameworks for Evaluating Innovation in the Public Sector*

Founded in 2010, four graduates of the management school at Fundação Getulio Vargas in São Paulo launched Instituto Tellus to inspire more innovative models in public management. In order to create a more dynamic, efficient, transparent, and citizen-centered state, Instituto Tellus aims to connect civil society and the government through design thinking and reflective action to co-create innovative solutions to public challenges. The primary scope of the Capstone project was to create evaluative frameworks for Instituto Tellus’ core programs as they seek to measure their impact. The Capstone team conducted stakeholder interviews with
staff and clients, and worked with core staff to define complex relational concepts while emphasizing process and impact goals. Researching evaluation methodologies relevant to public sector innovation led the team to propose tailored evaluative tools for Instituto Tellus to measure the impact of their work to change citizen’s lives through social innovation in the Brazilian public sector.

Capstone Team: Christina Bronsing, Francesca Filippelli, Kate Horner, Jyotsna Mahendra, Sabelo Narasimhan, Stephanie Nyombayire

**International Housing Coalition**

*Enhancing Advocacy and Strengthening Coalition*

The Capstone team worked with the International Housing Coalition (IHC) to develop sustainable and strategic capacity building for the growing organization. With the shift of the U.S. economic landscape, cuts into the federal budget for foreign aid inhibited the IHC’s ability to fulfill its advocacy mission and secure funding for international urban development projects. To assess the IHC’s ability to function effectively as an advocacy coalition, the Capstone team took a multi-pronged approach towards capacity building, focusing on both the coalition model and lobbying process. The first step included an audit of the IHC’s 31 coalition members: conducting interviews and an on-line survey to determine members’ needs, legislative interests, and levels of engagement. To understand membership organization dynamics, the team researched best practices of effective coalitions. The second step involved collaborating with professional lobbyists to understand how organizations confront financial and ideological shifts. Ultimately, the IHC received a database cataloging the key elements of their coalition membership; a detailed report containing recommendations for strengthening the IHC coalition model, better engagement with coalition members and their respective legislative priorities, improved lobbying techniques and potential legislative targets; and a strategic framework for implementing this new information.

Capstone Team: Rachel Beckerman, Joshua Dulle, Amanda Minkoff

**United Nations Department of Economic and Social Affairs**

*Investigating Formal Mechanisms of Civic Engagement in Ghana, India, and South Africa*

Guided by the theory that public participation, when formalized within legislative bodies, contributes toward greater transparency, accountability, and overall improvement in public service delivery, the United Nations Department of Economic and Social Affairs asked the Capstone team to initiate what is envisioned to be a
multi-year initiative looking into such links. Specifically, the team was tasked with identifying and investigating formal mechanisms of public participation at the committee level within the parliaments of the commonwealth. After in-depth research and careful selection, the team created a research methodology and conducted fieldwork investigating these mechanisms in Ghana, India, and South Africa. The fieldwork entailed high-level interviews with members of parliament, government officials, media, and civil society organizations. The findings from these interviews were compiled in detailed case studies on each country that discuss the mechanisms of public participation and their perceived effectiveness.

Capstone Team: Ryan Brown, Bruce Crise, Elif Erol, Shynar Khassenova, Lauren Kuritz, Kate Staff

Advanced Projects for Nurse Managers

FACULTY: ANTHONY KOVNER AND JOHN DONNELLAN

Hospital for Special Surgery
Osteoarthritis Education

Hospital for Special Surgery (HSS), the number one nationally ranked orthopedic hospital, and a Magnet Designated Hospital, has identified a need to offer further nurse-driven community outreach programs. HSS requested a Capstone team to help incorporate evidenced-based best practices into their nurse-driven community outreach education program. The team was asked to develop a program that can be implemented and translated to other populations, to develop an assessment tool to evaluate the success of the program, and to identify the costs and resources needed. A literature review was conducted to research current best practices. The team recommended compiling two databases: one for community centers accessed, and one for public outreach resources. An evidenced-based evaluation tool will provide the HSS Nursing Department with a formal nurse-driven education program and an avenue for their nurses to put their teaching skills into practice.

Capstone Team: Karly Dexter, Maura Keenan, Dordie Moriel, Kim Perry, Aytan Zadok
New York-Presbyterian Hospital
Review of Current Hourly Rounding Nursing Processes

Hourly nurse rounding is an eight-step, scripted, proactive approach to patient care. Studies have shown that the practice of hourly rounding can improve patient satisfaction and safety, particularly in the reduction of falls in hospitals. Increased job satisfaction and decreased workload have also been reported on inpatient floors where hourly rounding has effectively been implemented. In an effort to increase compliance to hourly rounding, the Capstone team reviewed the current nursing processes for hourly rounding on several in-patient units. Based on outcomes data, the team chose higher and lower performing units. In addition, they completed nursing observations on four floors as well as focus group and patient care director interviews on six floors. An analysis of the data yielded the following recommendations: the need for shared decision-making and accountability in the implementation of the process, which includes a well-designed communication plan and the need to define and simplify hourly rounding, focusing on the key steps.

Capstone Team: Aprille Adoremos, Mary Cassai, Jim Leach, Adam Rio, Katherine Tallon

New York-Presbyterian Hospital
Length of Stay and Early Mobilization of ICU patients

As part of the mission to deliver the highest quality, safest and most compassionate care, the New York Presbyterian HERCULES or Hospital Efficiency, Revenue Cycle, Clinical Utilization, Length of Stay (LOS), and Enhanced Sourcing initiative has identified opportunities to improve patient outcomes while reducing costs. A primary focus to reduce the LOS centered on early mobilization of the ICU patient. The Capstone LOS team assessed characteristics conducive to successful implementation of an early mobilization program. A retrospective chart review of specific metrics on sedation, pain, activity levels, and physical therapy was conducted on charts from six ICU’s inclusive of the Cornell and Columbia campuses. In addition, focus groups were conducted in these ICU’s using a multi-disciplinary approach to assess perceived barriers to early mobilization. Physician, Nursing, Respiratory Therapy, and Physical/Occupational Therapy front line staff contributed to the discussion. The results of the analysis provided a recommendation for a model unit with the best opportunity for success to reduce the LOS through early mobilization. This will enhance the second stage roll-out in the ICUs not initially included in the original intervention.
New York-Presbyterian Hospital
Organ Donation Beliefs and Attitudes

More than 11,000 people need life-saving organ transplants in the United States. On average, 18 people die every day because of the shortage of organ donors. In New York, organ donors both deceased and living are on a decline while the number of patients requiring transplants is steadily growing. Through Joint Commission initiatives that require all hospitals to provide staff education about organ donation, New York Presbyterian (NYP) has the potential to make a difference by educating physicians, nurses, and other direct-patient care providers about enrollment in the New York Donate Life Registry. The team surveyed a select group of nurses, physicians, and ancillary staff employed at selected ICU’s, Emergency Departments, Operating Rooms, and medical-surgical units at the various NYP campuses in order to better understand attitudes and beliefs relating to organ donation, the factors that influence their positions, and any myths or misconceptions that may exist. Recommendations were made to assist in the development of custom educational programs regarding Organ Donation for all employees at NYP.

Capstone Team: Christine Alvarez, Monica Blanche, Mary May Saulan, Mari Lynne Silverberg, Diane Welsh

New York-Presbyterian Hospital
Improving the Discharge Process for Short Stay Surgical Urology Patients

The Baker 15 unit at New York Presbyterian (NYP) is a short-stay surgical unit with an expected length of stay of less than 48 hours. The Capstone team focused on the surgical urological patients who make up more than 65 percent of the discharges. The objective for this project was to decrease the length of stay, streamline the discharge process, and increase patient readiness for discharge. The Capstone team observed and interviewed patients and care providers from diagnoses to discharge. Areas for improvement were identified in pre-operative education, the need for standardization of post-operative supplies, and the underutilization of nurse practitioners managing discharge care. Best practice research identified cutting edge discharge methods, including virtual online education sessions, instructional videos, and visual fact cards. Best practice hospitals use nurse practitioners to manage the patient post-operatively, which has proven to lower length of stay. The team recommended that NYP implement best practice methods in order to make the discharge process more efficient for care providers, increase patient confidence for discharge, and decrease length of stay.

Capstone Team: Diane Donchak, Rebecca Leventhal, Rommel Milanez, Oscel Rivera, Maria Yamani

Capstone Team: Aaron Brown, Roschild Guillon, Mona Hally, Bridget Keyes, Lindsay Westphal
A Decade of Voter Identification Laws: The Effect of Stricter Requirements on Turnout

Since 2000, about half of the states have strengthened voter identification requirements, ostensibly to prevent election fraud. Critics assert that these laws fail to increase the integrity of elections and depress turnout by creating a barrier to voting that discriminates against low-income, less educated, elderly, and minority Americans. To estimate the causal effect of identification requirements on turnout, the team used a research design that takes advantage of policy variation across states and time, and incorporates the most recent national election data from 2010. Findings will inform the inconclusive literature on the subject and the ongoing public debate.

Capstone Team: James Dunham, Michael Kenney

Do Food Stamp Asset Limits Hinder Household Saving?

Many public benefits programs exclude people with more-than-minimal asset wealth in order to prevent individuals with substantial savings from relying on the government. In recent years, researchers and policymakers have grown concerned that asset limits may also discourage low-income households from saving. The Capstone team’s research measures the effect of asset limits on savings behavior by exploiting state-level changes in program rules for the Supplemental Nutrition Assistance Program, popularly known as food stamps. Using data from the Survey of Income and Program Participation, as well as policy variables compiled from various sources, the team examined how changes to such asset restrictions have impacted liquid assets, vehicle wealth, and net worth among both food-stamp participants and low-income families.

Capstone Team: Supurna Banerjee, Farhana Hossain, Gary Huang, Barbara Kiviat, Frances Liu

High School Choice in New York City

In recent years, school districts across the country have increasingly turned to school choice as a central part of education reform efforts. The New York City Department of Education created the high school match program in 2004 in order to provide students and their families more choice in high school admissions. Through this pro-
gram, rather than simply being assigned to their zoned high schools, the Department of Education uses an algorithm (similar to that used by medical residency programs) to match students to schools based upon their respective rankings. This study examines the extent to which New York City public school students are ranking and attending high schools outside of their district or zone, thus taking advantage of the new high school match program. The team identified student, school, and neighborhood characteristics associated with the likelihood of ranking, and attending, non-zone or non-district schools.

Capstone Team: Peter Hanink, Kent Hansan, Hae-Sun Kim, Megan Kinninger, Sara Lense, Stephanie Romano

Housing and Birth Outcomes: How Neighborhood Housing Quality and Affordability Affect Birth Outcomes in New York City

In the United States, birth outcomes vary widely among different socioeconomic groups. Some of these differences have been linked to the levels of stress experienced by pregnant women, which can seriously compromise the health of newborns. However, few researchers have studied how stress related to housing issues, such as the affordability, quality, and safety of the home, is linked to poor birth outcomes. Using longitudinal data on housing quality, the Capstone team explored the connection between housing and birth outcomes in New York City – a place where low-income African American mothers experience significantly higher rates of low birth weight and preterm birth than other mothers, and where low-income families pay an extremely high proportion of income on rent, despite living in antiquated, dilapidated buildings. The team’s research examines whether improvements in housing affordability and quality are associated with improved birth outcomes.

Capstone Team: Amy Brisson, Caitlin Murphy, Erik Parks, Carly Rothman, Zachary Townsend

Sex Education and the Role of Peer Groups

Research shows that abstinence only education, although it may briefly delay intercourse in specific contexts, may create barriers to health knowledge, while comprehensive sex education does not lead to an overall increase in sexual behavior. But little attention has been given to the influence of peers’ abstinence pledges on teenagers’ likelihood of taking such pledges. The Capstone team’s research explores how one’s peers influence an individual’s decision to sign an abstinence pledge and to delay sexual activity. The team also explored longer-term effects on health and the likelihood of engaging in risky sexual behaviors.

Capstone Team: Marcelo Ber, Esty Stein, Jeanine Yang
FACULTY AND DIRECTORS

Capstone Faculty

Rona Affoumado, Independent Consultant
Christine Chisholm, Chief Financial Officer, Bowery Residents’ Committee
Charles Bailey, Director of Agent Orange in Vietnam Program, Aspen Institute
Katherine Bourne, Independent Consultant
Charles Brecher, Professor of Public and Health Administration, NYU Wagner
John Donnellan, Adjunct Associate Professor of Public and Health Administration, NYU Wagner
John Gershman, Clinical Associate Professor of Public Service, NYU Wagner
Amy Goldman, Independent Consultant, Goldman Healthcare Consulting
Sara Grant, Adjunct Assistant Professor of Public Administration, NYU Wagner
Sean Harvey, Director of Client Solutions, Partners International
Kei Hayashi, Independent Consultant
Steven Jacobs, Senior Associate, K. Backus & Associates
Melissa Kaplan-Macey, Senior Associate, BFJ Planning
Anthony Kovner, Professor of Public and Health Management, NYU Wagner
Roger Kropf, Professor of Health Management, NYU Wagner
Merle McGee, Vice President of Programs, Harlem Educational Activities Fund
Tod Mijanovich, Assistant Research Professor, NYU Wagner
Ana Oliveira, President and Chief Executive Officer, New York Women’s Foundation
Steven Schall, Partner, Schall & Russo Planning Works
Dennis C. Smith, Associate Professor of Public Policy, NYU Wagner
Paul Smoke, Professor of Public Finance and Planning, NYU Wagner
George Sweeting, Deputy Director, NYC Independent Budget Office
David Winder, CEO, WaterAid

Capstone Co-Directors

John Donnellan, Adjunct Associate Professor of Public and Health Administration, NYU Wagner
David Schachter, Assistant Dean for Student Affairs, NYU Wagner
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