

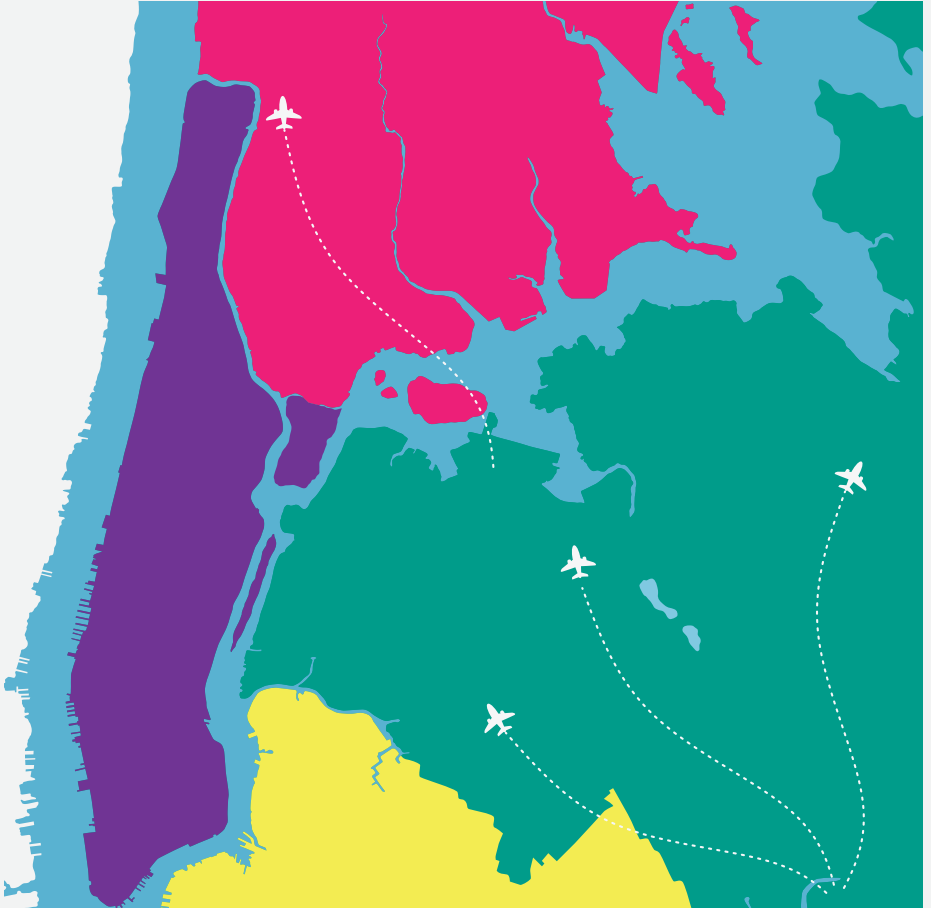


NYU

ROBERT F. WAGNER GRADUATE
SCHOOL OF PUBLIC SERVICE

CAPSTONE

2023-2024





CAPSTONE

PROJECT SUMMARIES
2023-2024

LEARNING IN
ACTION

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

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

ABOUT CAPSTONE

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

The summaries in this booklet represent the 65 Capstone projects from the 2023-2024 academic year, conducted by 291 Wagner graduate students.

The Capstone Program was originally funded with a generous grant from the Ford Foundation in 1995 and subsequently received financial support from FJC: A Foundation of Philanthropic Funds. Since the program's inception, approximately 7,100 students have completed over 1,600 projects for more than 1,100 organizations.

ABOUT NYU WAGNER

New York University's Robert F. Wagner Graduate School of Public Service empowers public service leaders to create and to implement innovative policies with sustainable impacts on the public good. Our faculty, through their research, teaching, and public service, transform approaches to resolving complex public interest problems that defy easy solutions. Our students develop interdisciplinary analytical and managerial knowledge and skills as part of an active and inclusive community dedicated to serving the public interest efficiently and equitably. An NYU Wagner education also cultivates a deep appreciation of the diverse contexts in which public needs arise and must be met, and students benefit from the extensive local and global resources that New York City offers. NYU Wagner graduates emerge with the capacity and motivation to work across the public, nonprofit and private sectors as they design, implement, and evaluate policies and processes that meet public needs in countries, cities, and communities around the world.

Ranked among the top public affairs schools, NYU Wagner has been educating the world's future public service leaders since 1938. We offer a Master of Public Administration in Public & Nonprofit Management & Policy, Master of Public Administration in Health Policy & Management, Master of Urban Planning, Online Master of Health Administration, Master of Science in Public Policy, Master of Science in Health Law and Strategy (joint with NYU Law School), Executive Master of Public Administration, and PhD in Public Administration.

TABLE OF CONTENTS

8 **MANAGEMENT & LEADERSHIP**

- 8 Caribbean Cultural Center African Diaspora Institute
- 8 CASA Kane County
- 9 Duke Lemur Center
- 9 Education Reform Now
- 10 Laurel House
- 10 LifeScene
- 11 Living City Project
- 11 Teens for Food Justice
- 12 The Michael J. Fox Foundation

13 **FINANCE**

- 13 City Year New York
- 13 Florence Melton School of Adult Jewish Learning
- 14 Guidehouse
- 14 New York City Manufacturing and Industrial Innovation Council
- 15 Townspeople
- 15 Waterfront Alliance

16 **PUBLIC POLICY**

- 16 Correctional Association of New York
- 16 Everytown for Gun Safety
- 17 Federation of Protestant Welfare Agencies
- 17 New York City Department of Correction
- 18 New York League of Conservation Voters Education Fund
- 18 NYC311
- 19 Rethink Food
- 19 Trenton Police Department

20 **ADVOCACY & POLITICAL ACTION**

- 20 Anti-Recidivism Coalition
- 20 Center for Survivor Agency and Justice
- 21 Ohio Alliance to End Sexual Violence
- 21 United We Dream
- 22 Women's March

23 **SOCIAL IMPACT, INNOVATION & INVESTMENT**

- 23 Cause Strategy Partners
- 24 Children's Institute
- 24 FJC
- 25 Libraries Without Borders
- 25 Olivia Technologies
- 26 Social Venture Partners Tucson
- 26 Surdna Foundation
- 27 Transform Finance

28 **HEALTH MANAGEMENT & POLICY**

- 28 inclusive+
- 28 Institut Pasteur
- 29 National Bleeding Disorders Foundation
- 29 NYU Langone Department of Emergency Medicine
- 30 NYU Langone Orthopedic Hospital

31 **SIMULATION IN HEALTHCARE MANAGEMENT AND FINANCE**

- 31 Medicare Advantage and Hospitals

32 **URBAN PLANNING**

- 32 Buffalo Olmsted Parks Conservancy
- 32 City of Missoula, Montana
- 33 Institute of Sustainable Communities
- 34 New York City Department of Transportation
- 34 Port Authority of New York & New Jersey, Division of Tunnels, Bridges, and Terminals
- 35 Town+Gown: NYC
- 35 Transportation Alternatives
- 36 Union Square Partnership

37 **INTERNATIONAL DEVELOPMENT**

- 37 CARE USA
- 38 Ek Kadam Aur
- 38 Inter-American Development Bank
- 39 Uganda Village Project
- 39 United Nations Capital Development Fund: Indonesia

TABLE OF CONTENTS, CONT.

- 40 United Nations Capital Development Fund: Tanzania
- 40 World Bank: Global Governance Practice
- 41 World Bank: Indonesia
- 41 World Bank: Kenya

42 **RESEARCH IN QUANTITATIVE ANALYSIS**

- 42 Cash Bail Reform and Crime Rates in NYC
- 43 Eviction Moratoriums and Labor Market Outcomes
- 43 Building Energy Efficiency Scoring
- 44 Right to Counsel and Illegal Eviction
- 45 Universal Pre-K Program in NYC

46 **CAPSTONE FACULTY & DIRECTORS**

47 **INDEX**

PROJECT
SUMMARIES

CARIBBEAN CULTURAL CENTER AFRICAN DIASPORA INSTITUTE

CULTURALLY INFORMED HUMAN RESOURCES STRATEGIES TO ENHANCE ORGANIZATIONAL WORK CULTURE

FACULTY:

Veronica Manning

TEAM:

Alejandra Beltran
Sara Santini Duran
Kenya Reeves
Matt Wildey

The Caribbean Cultural Center African Diaspora Institute (CCCADI) is an arts, culture, education, and media organization that advances cultural equity and racial and social justice for African-descendant communities. CCCADI engaged a Capstone team to develop human resources (HR) policies and procedures that are enriched by the organization's vibrant work culture and will support staff leadership growth and long-term organizational sustainability. The team conducted interviews with peer cultural arts organizations and internal staff, and observed the organization's culture at internal meetings and public events, in order to make recommendations for improved HR policies. This data enabled the team to create a comprehensive policy toolkit focused on staff development, which includes procedures for job design, performance appraisal, and professional development.

CASA KANE COUNTY

DIVERSITY IN VOLUNTEERISM: IMPROVING VOLUNTEER RECRUITMENT AND RETENTION EFFORTS

FACULTY:

Veronica Manning

TEAM:

Gabriel Allocco
Rose DeMarco
Sonia Guio
Grace Kemmler
Amy Sisto

Court Appointed Special Advocates (CASA) is a national organization dedicated to championing the rights and long-term stability of children in the foster care system. The organization relies heavily on volunteers to fulfill this mission. CASA Kane County, based in Illinois, has recently experienced an increased demand for volunteers. The Capstone team was contracted to develop a recruitment strategy to engage more volunteer candidates, especially from minority and male populations. After conducting an internal survey among existing volunteers and interviews with other CASA chapters, the Capstone team identified approaches to increase volunteer diversity. The team's final report highlights three areas of focus: 1) partnerships with local organizations, 2) bilingual Spanish-English communication efforts, and 3) volunteer support programming. The team developed tools to support these focus areas, including a 12-18 month timeline for each area of focus, a revised outline for the advocate supervisor handbook, contacts for partnerships, template language for outreach efforts, and outlines for media campaigns.

DUKE LEMUR CENTER

DEVELOPING CURRICULUM MODULES FOR MIDDLE SCHOOL LEARNING

FACULTY:

Veronica Manning

TEAM:

Kojo Dadzie

Mel Dashdorj

Gina Pol

Rachel Waitt

Founded in 1966 on the campus of Duke University, the Duke Lemur Center (DLC) is a world leader in the study, care, and protection of lemurs—among earth’s most threatened group of mammals. Educational resources for the middle-school age group about Madagascar and its lemurs are scarce. Most materials are designed for either very young students or professional audiences, and often require an onsite visit to DLC facilities. DLC enlisted a Capstone team to address these gaps in lemur-focused education by developing comprehensive curriculum modules for middle school teachers and students. The team conducted an environmental scan on peer organizations, completed a literature review on equitable and effective learning practices, and participated in a behind-the-scenes tour of DLC. The team produced three lesson plans that require no specialized knowledge or equipment and are freely downloadable through the DLC educators’ portal, promoting widespread use and availability.

EDUCATION REFORM NOW

IMPROVING BENEFITS AND ORGANIZATIONAL CULTURE

FACULTY:

Adrian Ogle

TEAM:

Madochée Bozier

Devan Bratton

Aminata Drame

Rachel Nisenkier

Xinyu Yin

Education Reform Now (ERN) is a non-partisan, nonprofit think tank and advocacy organization that promotes increased resources and innovative reforms in K-16 public education, particularly for students of color and students from low-income families. ERN’s Human Resources department engaged the Capstone team to research its current benefits and rewards package and make recommendations to remain competitive within the field. ERN also asked the Capstone team to gather input on employee sentiment around culture and recommend strategies to improve hybrid team connection. The team conducted a literature review of the latest research on hybrid teams and how to retain employees through compensation packages that include rewards and benefits. The team conducted an environmental scan that included a culture survey sent to all employees, interviewed experts in the benefits field, and reviewed peer organizations’ compensation packages. The team’s final report provides recommendations on the optimal benefit package to offer ERN’s employees, how to communicate those benefits clearly, and strategies for improving culture at all levels.

LAUREL HOUSE

STRATEGIES FOR EXPANDING SOCIAL MEDIA AUDIENCE

FACULTY:

Sonia Balaram

TEAM:

Hannah Black

Kal Elias

Aline Gue

D'Ante Tinson

Laurel House is a nonprofit that provides services and transitional housing to survivors of domestic violence and dating violence in the greater Montgomery County, Pennsylvania community. While it has strong engagement with current supporters, Laurel House strives to expand its audience to engage a younger, more diverse demographic on social media, with an emphasis on communicating that it is here to help and grateful for support from the community. Laurel House engaged the Capstone team to develop a digital marketing playbook with strategies, tools, and tactics to engage its new target audience. The team completed an external and internal evaluation of the current nonprofit digital media landscape, evaluated areas for improvement, and determined potential audience profiles. Using its findings, the team delivered a digital marketing playbook with strategic tools to achieve the client's digital media goals.

LIFESCENE

FUNDRAISING STRATEGIES FOR INCREASING INDIVIDUAL DONORS

FACULTY:

Sonia Balaram

TEAM:

Yolva Dorival

Yangyue Liu

C.J. Pine

Elizabeth Sharon

LifeScene, established in 1885, is a family services organization dedicated to serving the community of Lynn, Massachusetts through the power of education and community engagement. The organization accomplishes this through interventions such as home- and community-based programming, resources, and support. LifeScene engaged the Capstone team to assess its current fundraising strategies and enhance its approach to donor engagement. The team conducted an in-depth analysis of current fundraising practices, conducted board member interviews, and completed an environmental scan to identify gaps and areas for improvement. Using its findings from these activities, the team developed recommendations for LifeScene's fundraising playbook.

LIVING CITY PROJECT

BUILDING A PROGRAM EVALUATION FRAMEWORK

FACULTY:

Sonia Balaram

TEAM:

Claudia Cereceda

Alexandra Cox

Jacob Johnson

Katherine Walsh

The Living City Project (LCP) is an educational nonprofit organization that uses New York City as a classroom to engage young adults on urban issues. One of LCP's core program offerings, CityGAP, is a semester-long gap program that immerses participants in New York City's history, policies, and neighborhoods through individual study, collaborative group projects, service learning opportunities, and fieldwork activities. LCP enlisted the Capstone team to develop a program evaluation strategy for CityGAP to assess student outcomes and promote continuous programmatic improvement. The Capstone team designed a robust logic model for CityGAP, conducted an environmental scan of the gap year industry, and developed mid- and end-point student surveys that align with industry accreditation standards. The team's final report includes an evaluation blueprint with administration guidance and recommendations for future improvements to LCP's evaluation framework.

TEENS FOR FOOD JUSTICE

ASSESSING THE FEASIBILITY OF EXPANSION INTO NYC CHARTER SCHOOLS

FACULTY:

Adrian Ogle

TEAM:

Areej Alotaibi

Faisal Alsudairi

Yuxuan Cai

Jen Curtis

Erica Hartsfield

Teens for Food Justice (TFFJ) is catalyzing a youth-led movement to end food insecurity in one generation through high-capacity, school-based hydroponic farming. TFFJ enlisted the Capstone team to help with its expansion strategy by exploring the potential for partnering with New York City charter schools to obviate some of the process challenges that arise in working with NYC public schools. The team produced an internal and external environmental scan, which included interviewing staff members at TFFJ, charter schools, and other nonprofits. The team's final report recommends how TFFJ can expand strategically into NYC charter schools, including strategies for addressing internal weaknesses and external threats while leveraging strengths and opportunities.

THE MICHAEL J. FOX FOUNDATION

LEVERAGING KNOWLEDGE MANAGEMENT AND ARTIFICIAL INTELLIGENCE FOR REMOTE WORK

FACULTY:

Adrian Ogle

TEAM:

Maura Danehey
Alisha Gangadharan
Van Tingley
Nicole Vincencio

The Michael J. Fox Foundation (MJFF) is committed to finding a cure for Parkinson's disease through aggressively funded research and ensuring the development of improved therapies for those living with the disease. As MJFF underwent rapid growth and transitioned to a hybrid/remote work model, its People and Culture Business Unit engaged the Capstone team to recommend improvements to the organization's knowledge management (KM). The team assessed how MJFF systematically captures, creates, organizes, stores, and shares essential information, with an eye toward identifying areas for improvement, and surveyed employees internal and external to MJFF to identify KM pain points. The team completed a literature review to identify KM best practices, emerging AI technologies that support KM, and ways of managing remote information sharing. The team's recommendations focus on empowering employees and improving efficiency, while maintaining a mission-driven approach.

CITY YEAR NEW YORK

ENHANCING SUSTAINABLE DEVELOPMENT THROUGH FINANCE AND GOVERNANCE STRUCTURE

FACULTY:

Gerry Ring

TEAM:

Ricardo Godoy

Yifan Jiang

Jianing Lai

Yiling Qin

Rui Wang

Yuhan Zhou

City Year New York is an education-focused nonprofit organization that partners with public schools to help keep students in school and on track to succeed. The nonprofit is a steering committee member of the Coalition for Community School Excellence (CCSE), which supports New York City's community schools initiative. City Year New York engaged the Capstone team to form a comprehensive fundraising and governance structure modification plan for CCSE to ensure its long-term sustainability. The team conducted a literature review on existing coalition models a e team's report features recommendations for CCSE's financial and governance structure. These include diversifying CCSE's fundraising channels and optimizing the steering committee size to enhance its dues structure, as well as increasing active organizational membership and establishing a stable governance framework for the coalition.

FLORENCE MELTON SCHOOL OF ADULT JEWISH LEARNING

UNGUARANTEED LOAN SECURITIES: A COMPARATIVE MARKET ANALYSIS

FACULTY:

Michael Dardia

Chris Good

TEAM:

Jiayu Chen

Yuying Li

Elizabeth Maysonet

Lamba Najib

Alan Shabatay

Chunyi Wang

The Florence Melton School of Adult Jewish Learning cultivates a global community of empowered adult learners by making Jewish texts and ideas accessible through in-person and online classes. The school enlisted the Capstone team to strengthen its operational and financial frameworks, ensuring its continued growth and relevance in the landscape of adult Jewish education. Through comprehensive analysis, the Capstone team identified key areas for improvement, advocating for a transition to a fixed pricing model accompanied by a membership program for its online learning program for international audiences, Melton International. The team further recommended using targeted marketing strategies tailored to different age groups to increase engagement and outreach. Preliminary results indicated that these strategies could expand the school's reach and participant engagement significantly. These recommendations will bolster the school's financial stability and operational efficacy, creating a more inclusive, engaging, and sustainable learning environment that aligns with its core values of accessibility, openness, and community.

GUIDEHOUSE

EVALUATION OF THE SMALL BUSINESS ADMINISTRATION'S LOAN-MATCHING SOFTWARE

FACULTY:

Michael Dardia
Chris Good

TEAM:

Congling Chen
Robyn Ge
Lily Greenway
Shelly Li
Katherine Wang
Xinyi Yu

Guidehouse, a global consulting firm for public sector and commercial clients, engaged the Capstone team to optimize the Small Business Administration's (SBA's) LenderMatch application process. LenderMatch is an online tool that connects small businesses seeking financing with potential lenders participating in SBA loan programs. The team used qualitative research methods, such as marketing analysis and in-depth interviews with lenders and competitors, to create a comparative metric system that categorized insights, including proposed expansions to enhance efficiency, improve response rates, and attract qualified borrowers. The team made recommendations for platform enhancement based on user experiences, competitor analysis, and automated data accumulation and analysis techniques. The recommendations aim to expand the software's future customer base and the matching system's efficiency, and enhance trend identification techniques to ensure the program aligns with customer needs while delivering higher-quality matches.

NEW YORK CITY MANUFACTURING AND INDUSTRIAL INNOVATION COUNCIL

ASSESSING SUPPLY CHAIN RISKS AND OPPORTUNITIES FOR THE NEW YORK CITY DEPARTMENT OF SANITATION

FACULTY:

Michael Dardia
Chris Good

TEAM:

Clayton Elder
Zehong Huang
Xueyi Liu
Thaachharawadei
Prak
Tiantian Wu
Xiaoru Zhan

The New York City Manufacturing and Industrial Innovation Council (MaiiC) is a program within the Mayor's Office of Talent & Workforce Development that partners with the City's trade sectors. As the City's real estate landscape shifts away from industrial development, the NYC Department of Sanitation's (DSNY's) critical service vendors are being pushed outside of the five boroughs, constraining DSNY's ability to audit downstream vendor operations, invest in sustainable practices, and preserve local employment. MaiiC engaged the Capstone team to review vulnerabilities across DSNY's direct vendor contracts. Through market research, data visualization, vendor analysis, and stakeholder interviews, the team recommended several focus areas, including a) increasing operational and financial reporting requirements for vendors, b) standardizing vendor performance scorecards, c) disclosing purchases of goods through the Department of Citywide Administrative Services (DCAS), and d) introducing vendor sustainability goals.

TOWNSPEOPLE

DEVELOPING A PLAN FOR LONG-TERM FINANCIAL SUSTAINABILITY

FACULTY:

Michael Dardia
Chris Good

TEAM:

James Hargens
Zhixin Lei
Yuzi Li
Setsuna Wu
Han Zhou

Townspople is a San Diego-based supportive housing developer and service provider that works with community members experiencing homelessness and living with HIV/AIDS. The organization has been able to provide housing and programming to its clients despite reporting a net asset deficit for over a decade, which presents a threat to its long-term financial health. Townspople enlisted the Capstone team to understand the drivers of the deficit and develop a plan to reduce it. The team completed an in-depth historical financial analysis of the organization and conducted interviews with key staff and Board members, culminating in a report to Townspople's leadership recommending an expanded fundraising effort and the introduction of long-term financial planning. The team produced a multi-year financial model that the organization can use to continue supporting its most vulnerable community members for years to come.

WATERFRONT ALLIANCE

ECONOMIC IMPACT ANALYSIS OF CLIMATE RESILIENCE AND FLOOD DISCLOSURE LEGISLATION

FACULTY:

Gerry Ring

TEAM:

Karl Clayter
Camila Fernandez
Sanchez
Mingzhi Li
Xinran Shen
Xin Zhang

The Waterfront Alliance is a nonprofit organization championing waterfront sustainability and climate resilience in New York and New Jersey. The nonprofit engaged the Capstone team to quantify the financial benefits of two key pieces of climate resilience policy: 1) the NYC Climate Resiliency Design Guidelines updated in 2022, which provide a framework for proactive flood risk management strategies and 2) the NYS Flood Disclosure Bill enacted in 2023, created to increase transparency in property transactions. The Capstone team took a multifaceted approach—including a thorough literature review, detailed financial modeling, and comprehensive stakeholder interviews—in order to explain how these legislative measures contribute to cost savings, avoidance of unnecessary expenses, and stimulation of economic activity, especially for homeowners and renters. The final report includes actionable recommendations, delineates the quantified economic benefits of the guidelines, and underscores the importance of such policies in future urban planning and resilience efforts.

CORRECTIONAL ASSOCIATION OF NEW YORK

IMPROVING NUTRITION AND FOOD SERVICE IN NEW YORK STATE PRISONS

FACULTY:

Palak Kaushal

TEAM:

Anna Bauman

Kefan Li

Isaac McGinn

Jan Mendez

Lingfeng Xu

The Correctional Association of New York (CANY) is an independent oversight organization dedicated to monitoring New York State's correctional facilities, identifying issues, and advocating for improvements in prison conditions and treatment of incarcerated individuals. Having identified the pressing concern of inadequate access to sufficient, safe, and nutritious food, CANY engaged the Capstone team to a) review the literature on best practices for enhancing nutrition in carceral settings, b) assess the political landscape for policy change, c) conduct a qualitative and quantitative analysis of CANY's interviews with incarcerated individuals, and d) conduct a menu analysis. The team's research found that food provision in prison is closely related to health outcomes for incarcerated individuals and therefore has important health equity implications, with interviewees reporting challenges securing adequate nutrition and consistent deficiencies in food provision. The team's final report offers CANY a set of recommendations to improve correctional food service in New York State.

EVERYTOWN FOR GUN SAFETY

LEVERAGING LOCAL LEADERSHIP FOR GUN SAFETY ADVOCACY

FACULTY:

Elizabeth Angeles

TEAM:

Amy Bernardez

Lauren Carroll

Isabelle Chandler

Sarah Golden

Georgina Oram

Sijia Ruan

Everytown for Gun Safety is a nonprofit organization that advocates for gun control and against gun violence. Its Local Government Affairs team collaborates with the Mayors Against Illegal Guns (MAIG) coalition, composed of mayors and local officials, and engages them on broader policy reforms to address gun violence within their communities. The objective of the Capstone team was to advise Everytown on MAIG coalition engagement, based on analysis of internal and external coalition-building best practices, in order to engage local leaders on federally-focused policy issues. The team conducted research utilizing information from peer organizations, designed a survey for coalition members and their teams, and analyzed best practices for engaging local leaders when local legislative action is limited. The team delivered findings from the survey and interviews to shape resource recommendations needed to make MAIG an efficient, helpful hub to mayors across the United States in their work to expand gun safety legislation.

FEDERATION OF PROTESTANT WELFARE AGENCIES

BREAKING BARRIERS: NYC CASH ASSISTANCE ENHANCEMENTS

FACULTY:

Palak Kaushal

TEAM:

Reuben Forman

Olivia Tong

Michael Vizzi

Harper Wang

The Federation of Protestant Welfare Agencies (FPWA) is an anti-poverty policy and advocacy organization with a century-long presence in New York City. As part of its mission of dismantling impediments to economic security and wellbeing, FPWA engaged the Capstone team to address systemic barriers to access and retention in NYC's Cash Assistance program. FPWA tasked the team with developing recommendations for the NYC Human Resources Administration (HRA) aimed at improving the Cash Assistance program, utilizing a People-Centered and Trauma-Informed (PCTI) framework. The team's final report documents its extensive research, including an examination of the current program design, analysis of public data, and in-depth interviews with Cash Assistance beneficiaries and advocacy groups. The report also provides recommendations for improving the administration of Cash Assistance by streamlining the application and recertification processes, alleviating administrative burden, leveraging technology, and fostering a culture of mutual respect.

NEW YORK CITY DEPARTMENT OF CORRECTION

CLASSIFICATION SYSTEM EVALUATION

FACULTY:

Karin Sommer

TEAM:

Amber Bonds

Danielle Casale

Kai Kang

Kevin Tham

The New York City Department of Correction (NYCDOC) oversees persons in custody (PICs) awaiting trial or serving sentences of one year or less. NYCDOC engaged the Capstone team to recommend optimal systems for the assessment and classification of PICs. The team focused on assessing and communicating current best practices considered critical to both security and rehabilitation, informing operations at NYCDOC facilities. Ideally, an amended system would holistically capture the security, medical and mental health, and programming needs of PICs. The team's methodology consisted of an extensive literature review regarding current classification practices, detailing best practices and available tools for risk and needs assessment. To capture the current processes, constraints, and state of affairs in the NYCDOC, the team conducted staff interviews and analyzed policies, procedures, and data. Recommendations focused on the current system, the ideal system, and the path between the two, paying particular attention to implementation feasibility.

NEW YORK LEAGUE OF CONSERVATION VOTERS

NAVIGATING NYC LOCAL LAW 97: INSIGHTS FROM CO-OPERATIVE BUILDING OWNERS

FACULTY:

Karin Sommer

TEAM:

Meg Chu

Shannon Flores

Winnie Marion

Nick Trokel

Enacted in 2019, New York City's Local Law 97 (LL97) requires buildings containing over 25,000 square feet to reduce emissions by 40 percent by 2030. The New York League of Conservation Voters enlisted the Capstone team to examine building owners' strategies to meet LL97's ambitious emissions targets and make policy change recommendations that would support building owners in achieving compliance. Using building owner surveys, stakeholder interviews, and site tours of buildings, the team produced six case studies of co-op owners and their experiences meeting LL97's requirements. The team also performed a literature review on building emissions policies similar to LL97, as well as interviews with government agencies, contractors, and other stakeholders involved in reducing building emissions. The team's report offers recommendations that New York City and State lawmakers can use to support owners in complying with LL97 ahead of the legislation's upcoming deadlines.

NYC311

DEVELOPING A 10-YEAR ROADMAP TO ADAPT TO CHANGING NEEDS

FACULTY:

Alexander

Shermansong

TEAM:

Annabel Gregg

Angélica Pagán Vega

Aman Patel

Haorun Qi

Alex Roth

NYC311 is the non-emergency call center for quick, easy access to all New York City government services and information. NYC311 engaged the Capstone team to gather insights regarding the City's future in order to help the call center adapt to the changing needs of New Yorkers and chart a roadmap for the next ten years. The Capstone team performed an in-depth literature review, conducted multiple interviews with experts and leaders at City agencies and nonprofits, and facilitated two focus groups with young New Yorkers to hear about their experiences engaging with NYC311. Additionally, the team undertook innovative scenario planning exercises to understand the future challenges and opportunities facing the city, including advancements to technology, the effects of climate change, demographic changes, and City budget constraints. The Capstone team provided NYC311 with an expanded Standard Operating Procedure and a 10-Year Roadmap containing concrete recommendations and curated insights to support NYC311's strategic planning.

RETHINK FOOD

IMPROVING FOOD SERVICE FOR ASYLUM SEEKERS BEING HOUSED IN NYC SHELTERS

FACULTY:

Karin Sommer

TEAM:

Dereck Deblois
Georgia Hillel
Ben Hitchcock
Yifang Yuan

Rethink Food is a New York-based nonprofit that works with local restaurants on a variety of programs to create a more sustainable and equitable food system. In early 2023, Rethink Food entered a contract with New York City to partner with local restaurants to provide meals to asylum seekers being housed in temporary shelters. Rethink Food enlisted the Capstone team to evaluate its evolving emergency food service response program and offer recommendations to help the program meet its goals of providing high-quality, culturally sensitive meals to New York's newest residents. As part of its program evaluation, the team visited multiple shelter sites and kitchens and conducted dozens of interviews with Rethink Food staff, restaurant partners, board members, industry experts, and asylum seekers. The team produced a report for Rethink Food and delivered a presentation to the organization's entire staff, sharing findings and offering recommendations for the future.

TRENTON POLICE DEPARTMENT

RECOMMENDATIONS FOR A "ONE-STOP SHOP" RECOVERY COMMUNITY CENTER

FACULTY:

Alexander
Shermansong

TEAM:

Siobhan Brennan
Sirada Chansiri
Chelsea Eakin
Michael Kriesberg
Keke Tang

The Trenton, New Jersey Police Department has partnered with addiction and recovery specialists to pursue alternative paths to treatment and recovery for community members with substance use disorders. Connecting people in need to crucial services and resources presents significant challenges, and many in the local recovery services community recommend a "one-stop shop" recovery community center. The Trenton Police Department enlisted a Capstone team to research successful models and best practices for such a center. The team made multiple site visits in Trenton, conducted a literature review, interviewed local stakeholders, and administered a survey on the City's existing service landscape. The team developed a final report that leveraged key findings to provide recommendations for establishing a recovery community center in Trenton.

ANTI-RECIDIVISM COALITION

BUILDING ON CALIFORNIA CRIMINAL JUSTICE REFORM VICTORIES

FACULTY:

Kalima Johnson

TEAM:

Leigh Conner

Dimiana

Habtemariam

Isaiah Mendoza

Lareina Wang

Alex Yurcaba

The Anti-Recidivism Coalition works to end mass incarceration in California and ensure that communities are safe, healthy, and whole. The Coalition engaged the Capstone team to determine the impact of legislation it helped pass: California Senate Bills 260 and 261 and Assembly Bill 1308, which expanded access to parole for people whose incarceration began when they were young. The team sought to investigate the notion of adolescence as a mitigating factor in criminal justice. The team's report analyzes California's groundbreaking youth parole program, which entitles people who were sentenced as youths to parole hearings that emphasize the extended timeline of brain development. Through scholarly research, surveys, and interviews with formerly incarcerated people, alongside analyses of community health and safety data, the team assessed the legislation's effects in California and its potential for expansion nationally. The team's final report will serve as a foundational tool for the Anti-Recidivism Coalition's future advocacy projects.

CENTER FOR SURVIVOR AGENCY AND JUSTICE

UNDERSTANDING THE LANDSCAPE OF MODERN SURVIVOR-CENTERED ECONOMIC ADVOCACY

FACULTY:

Elizabeth Angeles

TEAM:

Miranda Alfano-Smith

Carolyn Cabrera

Tavana Farzaneh

Ana Rita Matias

Ramos

Mickayla McCann

The Center for Survivor Agency and Justice (CSAJ) is a nationwide organization dedicated to addressing the intersection of poverty and gender-based violence. In 2012, CSAJ launched a National Needs Assessment to understand the landscape of consumer rights advocacy for survivors of domestic violence. CSAJ contracted the Capstone team to support the development of its 2024 Needs & DEI Assessment, reflecting the changes and challenges that have emerged in the economic advocacy field since 2012, with the goal of enriching CSAJ's understanding of its audience, economic and consumer issues, and practices within survivor-centered economic advocacy. The team supported CSAJ staff with survey development and created a DEI audit and plan for survey outreach and communications. The team's report includes a three-pronged analysis of survey results and highlights the critical needs of survivors and advocates, outlining recommendations to address capacity concerns, reach underrepresented groups, and support the field of survivor-centered economic advocacy.

OHIO ALLIANCE TO END SEXUAL VIOLENCE

EMPOWERING ACTION: A MEMBER-DRIVEN PLAN FOR POLICY ADVOCACY

FACULTY:

Kalima Johnson

TEAM:

Amelia Cecchetto

Nora Howe

Teresa Shyr

Lauren Souza

Libby Wellington

As the federally-designated sexual violence coalition for the state of Ohio, the Ohio Alliance to End Sexual Violence (OAESV) advocates for comprehensive responses and rape crisis services for survivors and empowers communities to prevent sexual violence. OAESV engaged the Capstone team to develop an implementation plan outlining how to strengthen and expand the client's membership program. The team interviewed essential volunteers to create a direct network analysis and compiled a report outlining best practices in the field. The team's findings illuminated three main opportunities, to: 1) promote membership growth in OAESV's policy programming division, 2) enhance member engagement and mobilization, and 3) build coalitions to advocate for policy changes at the local and state levels. The team designed a comprehensive toolkit featuring a case study and recommendations, with specific tactics and methods highlighted for key recommendations.

UNITED WE DREAM

A GUIDEBOOK FOR IMPLEMENTING NON-CITIZEN VOTING RIGHTS NATIONWIDE

FACULTY:

Elizabeth Angeles

TEAM:

Melissa Melo

Chantal Serrano

Sehej Sethi

Nick Stella

Tiffany Wang

United We Dream is a nonprofit organization that advocates for the rights of immigrants and underrepresented citizens. The organization has been a champion for non-citizens, whose lack of voting rights excludes them from the democratic processes that shape their lives. United We Dream contracted the Capstone team to identify a pathway to legalize non-citizen voting rights in Maryland and Texas. The team created a guidebook including political landscape research on the state of voting rights for non-citizens in designated states, a resource guide of local organizations providing legal and community advocacy resources, survey material, and interviews with experts in the field. The team provided recommendations to the client on how its leadership can mobilize and activate non-citizens on gaining voting rights, starting with Maryland and Texas, with the goal for the guidebook to be instrumental in instigating similar changes for noncitizens nationwide.

WOMEN'S MARCH

CRAFTING DYNAMIC COMMUNICATIONS FOR CHANGE

FACULTY:

Kalima Johnson

TEAM:

Gabriel Flores

Natasjah Holtz

Connor Lillis

Frederica Solomon

Paul Wennberg

Women's March is a national, intergenerational organization that builds its base through annual marches, election activism, and combating misinformation. The organization is committed to building a base of feminists to end sexism, sexist exploitation, and oppression. Despite a strong base with over five million supporters, Women's March faces the challenge of overcoming political apathy in American political discourse. Seeking to re-energize its base and cultivate effective dialogue, Women's March engaged the Capstone team to refine its communication strategy. The team analyzed email communications to identify effective messaging associated with increased donations and engagement. Leveraging these findings, the team provided recommendations to enhance the client's email practices and delivered the client a comprehensive toolkit emphasizing data-driven narratives that galvanize supporters into action.

CAUSE STRATEGY PARTNERS

OPTIMIZING IMPACT MEASUREMENT: HOW NONPROFIT BOARD SERVICE EFFECTS CORPORATE EMPLOYEES

FACULTY:

Mo Coffey

TEAM:

Nina Aristy

Ivan Fang

Andrew Garrett

Ashif Hassan

Cause Strategy Partners (CSP) is a certified B-Corporation that connects diverse networks of talented professionals to nonprofit board service opportunities. One of CSP's key initiatives is BoardLead, an online platform that introduces employees from corporate and strategic partner networks to nonprofits seeking board members, and provides training for potential board members. CSP enlisted a Capstone team to measure and communicate the impact of nonprofit board service on BoardLead's corporate participants. The team conducted a literature review exploring impact measurement as it pertains to corporate social responsibility (CSR), volunteering, and nonprofit board service, and a landscape analysis examining peer experiential leadership training companies, impact measurement organizations, and resources that CSP could use to enhance its evaluation practices. These findings informed a series of qualitative impact interviews with BoardLead alumni and corporate partners' CSR teams. The team's final report includes recommendations addressing data management, evaluation design, and impact storytelling.

CHILDREN'S INSTITUTE

STRATEGIES FOR DEVELOPING A SUSTAINABLE REVENUE MODEL

FACULTY:

Mo Coffey

TEAM:

Zane Li

Emely Paulino

Autumn Qiu

Bonnie Tang

Kazybek Zhuman

Children's Institute is a policy, advocacy, and research organization committed to strengthening early childhood education systems and improving outcomes for children in Oregon. In 2022, the organization launched a three-year strategic plan that included five imperatives grounded in its core values of honor, equity, learning, innovation, and connectedness. Children's Institute contracted a Capstone team to build out the fifth imperative: to establish a sustainable revenue model, inclusive of entrepreneurship opportunities, that advances the organization's mission. The team prepared a literature review on social enterprise frameworks and a landscape analysis of early childhood education organizations that have incorporated a fee-for-service model. The team developed a comprehensive roadmap that integrates global insights from educational social enterprises, assesses organizational readiness, and identifies potential earned revenue models. The roadmap is intended to shape the organization's revenue-generating model and guide its impact to ensure a sustainable and equitable future for the children and families whom it serves.

FJC

EVALUATING THE AGENCY LOAN FUND TO INCREASE UTILIZATION AND IMPACT

FACULTY:

Becky Duane

TEAM:

Kendra Gibbs

Nicole Jagernauth

Nirav Shah

Devashish Taknet

Brian Ward

FJC is a foundation of donor-advised funds for philanthropists operating an innovative nonprofit called the Agency Loan Fund (ALF). The ALF allows donor-advised funds to maximize their charitable capital by investing their accounts in loans to nonprofits. Interest payments grow the ALF pool and donor accounts, recycling the funds for further impact. However, given a recent trend of lower utilization—which creates a lessened impact on nonprofits—FJC engaged the Capstone team to analyze how the loan program could increase its utilization and impact. After conducting desktop research, a stakeholder analysis, and data analysis, the team found that the ALF's low utilization rate is primarily due to high interest rates to nonprofit borrowers, both in relation to the ALF's ten-year historical rates and to those of alternative lenders. The team recommended FJC restructure its lending rate, untethering it from the inflation-sensitive Prime index. The team developed a scenario modeling tool to help FJC make strategic decisions supported by the ALF's historical loan data.

LIBRARIES WITHOUT BORDERS

A DATA-DRIVEN APPROACH TO EXPANDING COMMUNITY OUTREACH AND IMPACT

FACULTY:

Becky Duane

TEAM:

Lee-Anne Andanje

Randi Gu

Shiyao Li

Danlei Shu

Liya Wang

Libraries Without Borders (LWB) is an organization that brings knowledge and information to people in under-resourced communities by providing them with access to books and digital materials, expanding the reach of libraries, training facilitators in post-emergency situations, and addressing the needs of those communities. LWB is currently building partnerships with public library systems around the country in order to identify—and ultimately remove—barriers to access, by building and implementing sustainable outreach strategies. LWB engaged a Capstone team to produce a database of innovative and effective library outreach strategies. This database will grow LWB’s toolkit of best practices, allowing the organization to scale a model of community partnership across the ecosystem of public libraries in the United States.

OLIVIA TECHNOLOGIES

EXPLORING THE DIGITAL CONNECTIVITY OF K-12 SCHOOLS

FACULTY:

Carolyn Hou

TEAM:

JD Mazuera Arias

Cataydra Brown

Kadeem Robinson

Haoyu Wu

Olivia Technologies is an ed-tech company working to eliminate the need for internet connectivity and ensure that no child bears the burden of lacking internet access for their learning. The client engaged a Capstone team to understand the landscape of digital connectivity in K-12 schools across various states and provide strategic recommendations for product expansion and client engagement. The team conducted a landscape analysis and performed a weighted analysis that factored broadband connectivity and device accessibility, inclusion of quality content and e-learning platforms, and federal and state grants and investments to determine the top five states for Olivia Technologies' product expansion: North Carolina, Georgia, Illinois, Minnesota, and Ohio. The team conducted interviews with individuals across the five states, ranging from stakeholders in their respective Departments of Education to those impacted at the school district level such as superintendents and teachers. The team used their findings to develop a set of recommendations for curated client engagement in the identified jurisdictions.

SURDNA FOUNDATION

ENHANCING THE IMPACT MANAGEMENT PROCESS

FACULTY:

Becky Duane

TEAM:

Elena Gan

Jordana Grunfeld

Ugochi Obidiegwu

Will Rothschild

Jiangfan Shi

The Surdna Foundation is a 100 year-old charitable organization with an endowment of over \$1 billion, roughly \$170 million of which is allocated to impact investing in racial equity, climate justice, and narrative change. In order to measure the particular outcomes and social benefits that result from investments in its impact portfolio and align them more closely to its goals, Surdna's impact investing team engaged a Capstone team to conduct broad field research to understand the capabilities of fund managers and shared challenges within the industry. The team focused on developing tools to help Surdna become more strategic in selecting new investments and understanding how those investments can create social change. The team provided Surdna with two reports: the first details best practices from the industry and looks critically at solutions for organizational stumbling blocks, and the second provides targeted recommendations on communication and implementation.

SOCIAL VENTURE PARTNERS TUCSON

FOSTERING SUSTAINABLE SOCIAL CHANGE THROUGH CORPORATE PARTNERSHIP ENHANCEMENTS

FACULTY:

Carolyn Hou

TEAM:

Sophie Dornevil

Shiyuan Liu

Jintong Que

Qianqian Zheng

Social Venture Partners (SVP) Tucson is a nonprofit fostering community well-being since 2006. SVP Tucson engaged the Capstone team to evaluate and enhance its corporate partnership model, uncovering its value proposition and impact on social responsibility. Leveraging a multi-faceted methodology, the team conducted background research, internal and external interviews, and a SWOT analysis. Key findings spotlighted SVP Tucson's strengths in network facilitation and mission alignment with corporate partners, and revealed challenges in referral and brand awareness. Based on its findings, the team identified opportunities to strengthen communication and leverage partners as advocates. The team's strategic recommendations emphasize refining communications, updating promotional materials, increasing event exposure, and focusing on mentorship programs, all of which aim to amplify corporate partnerships, promote social responsibility, and align with SVP Tucson's mission and vision.

TRANSFORM FINANCE

DEMYSTIFYING FUND STRUCTURES FOR ALTERNATIVE OWNERSHIP ENTERPRISES

FACULTY:

Carolyn Hou

TEAM:

Ruoyu Cai

Rachel Fleischer

Joe Liberatore

Yiming Shan

Transform Finance (TF) is a research, education, and implementation partner that supports its stakeholders to challenge legacy investment approaches, seed transformative investment models, and build movement power. Traditional business operations enrich investors to the detriment of asset-building opportunities for workers and underserved communities, contributing to the wealth gap, particularly along racial lines. TF enlisted the Capstone team to study and catalog Alternative Ownership Enterprises (AOEs) to understand these alternative models and undergird TF's investor-facing effort. The Capstone team compiled, researched, and confirmed a database of known AOE funds, which the client published both on ImpactAlpha and the TF website. The team created investor-specific materials on the financing needs of these AOEs, related to employee stock ownership plans, employee ownership trusts, and worker cooperatives (both conversion and startup). Building on the database of known AOE funds, the team developed four in-depth guides aimed at demystifying the funding structures of the identified AOEs.

INCLUSIVE+

PROGRAM EVALUATION STRATEGY FOR HEALTH STAKEHOLDERS

FACULTY:

Sophie Pauze

TEAM:

Gabrielle Battino
Will Harris
Muriel Lavallee
Honey Patel
Norkila Sherpa

Inclusive+ aims to improve health equity outcomes for LGBTQIA+ patients through clinical and cultural competency physician education and comprehensive provider directories. Lacking evidence to demonstrate that there is an opportunity to improve patient care and health care outcomes and to achieve cost savings for LGBTQIA+ patients through physician education, the client engaged the Capstone team to create a program evaluation strategy to prove program efficacy and frame its value proposition. The team produced a literature review and a competitor landscape scan to help inclusive+ define and position its value proposition. The team further generated two distinct pilot study designs for the client to run, based on existing client partnerships with large health systems and smaller community clinics. Finally, the team developed a logic model for inclusive+ to showcase their findings and demonstrate causality between provider education and improved patient outcomes, thereby lowering the cost of care while improving care quality.

INSTITUT PASTEUR

THE APPLICATION OF ARTIFICIAL INTELLIGENCE TO INFECTIOUS DISEASE

FACULTY:

Rain Henderson

TEAM:

Steven Lucero
Amanda Maurer
Brian Phan

Institut Pasteur is a nonprofit foundation and international leader in biomedical research, focusing on the research advancement of human health and medical progress. Institut Pasteur has an existing network of 33 centers across the globe and is opening its first location in the United States at the University of California San Francisco (UCSF). The Institut Pasteur-UCSF QBI Center of Excellence in Emerging Infectious Diseases will use artificial intelligence (AI) to track and identify emerging or reemerging infectious diseases. The client engaged the Capstone team to research the relevant use of AI across the United States, from current projects tackling infectious diseases to broader applications for revolutionizing medicine. The team's final report includes a research review and landscape analysis, along with recommendations to inform the strategy of the forthcoming Institut Pasteur-UCSF QBI Center of Excellence in Emerging Infectious Diseases and ensure that the foundation remains competitive in the field.

NATIONAL BLEEDING DISORDERS FOUNDATION

ASSESSING PATIENT ADVOCACY WITHIN THE BLOOD AND BLEEDING DISORDER COMMUNITY

FACULTY:

Sophie Pauze

TEAM:

Ryan Carney
Katherine Halicki
Zongpu Li
Charlotte Liang
Martina Nadeau

The National Bleeding Disorders Foundation (NBDF) is an advocacy group supporting individuals with hereditary blood and bleeding disorders. NBDF has worked on a rebranding initiative to extend its reach within the blood and bleeding disorder community. The client enlisted the Capstone team to identify gaps in patient support, provider education, policy, and advocacy across 31 blood and bleeding disorders in order to identify areas of potential expansion for NBDF. The team conducted a landscape analysis to find existing services and organizations representing these disorders. The team also distributed a survey during NBDF's Washington Days and on social media to gather qualitative data identifying critical service needs. The team's findings show significant service gaps in advocacy, patient education, and medical education across several rare disorders. The team's report includes recommendations to broaden and diversify NBDF's reach and offerings. Supplementary tools in the report include a list of potential grant funding opportunities to help facilitate this expansion.

NYU LANGONE DEPARTMENT OF EMERGENCY MEDICINE

IMPLEMENTATION OF "STOP THE BLEED" TRAINING IN NYC SCHOOLS

FACULTY:

Rain Henderson

TEAM:

Kelly Dougherty
Stefanie Gopaul
Nerissa Santa Cruz
Jessica Unterlack

NYU Langone's Ronald O. Perelman Department of Emergency Medicine has operated as an independent academic department at NYU for over 30 years, treating over 500,000 patients annually. The Department's Prevention Education Partnership (PEP) is a program that has taught thousands of students and teachers in schools over the past seven years on a variety of health related topics, including drug abuse. In partnership with PEP, the Department of Emergency Medicine enlisted the Capstone team to research, develop, and implement a curriculum for best practices to address school-based violence, including Stop the Bleed training. The Capstone team coordinated the introduction of Stop the Bleed training for teachers in several New York City schools and school-based health centers.

NYU LANGONE ORTHOPEDIC HOSPITAL

ANALYZING THE FINANCIAL AND OPERATIONAL SHIFT TO OUTPATIENT SURGERY CENTERS

FACULTY:

Rain Henderson

TEAM:

Ezra Affoumado

Ashna Gupta

Jeremy Hoaxing Zhu

NYU Langone's Department of Orthopedic Surgery has three hospital sites: NYU Langone Orthopedic Hospital, NYU Brooklyn, and NYU Long Island. The Department seeks to maximize operating room utilization for total joint and spine cases as more procedures are moved to the outpatient arena. The Capstone team completed a literature review to understand national trends across the US and build a foundation of knowledge on the subject, and conducted an operational analysis of procedure utilization at each of the three sites to determine each site's volume and capacity, and which surgical procedures can be done within a 24-hour stay. The team also conducted a financial analysis to determine the potential financial impact of moving procedures to an outpatient arena while ensuring quality patient outcomes. The team's final report incorporates its operational and financial analysis findings along with recommendations made to the steering committee.

SIMULATION IN HEALTHCARE MANAGEMENT AND FINANCE

MEDICARE ADVANTAGE AND HOSPITALS

NAVIGATING NEW NORMS: HOSPITAL RESPONSES TO THE RISE OF
MEDICARE ADVANTAGE

FACULTY:

Carla Sampson

TEAM:

Elizabeth Doyle

Joseph Mikhaeil

Matthew Moore

Sean Pomory

Kim Stagg

The Capstone team investigated how non-federal American hospitals have adapted to the increasing prevalence of Medicare Advantage (MA) in healthcare delivery. The team also reviewed the distinct responses to MA from community and tertiary hospitals and larger health systems across urban and rural settings. The team's literature review focused on strategic shifts that hospitals have implemented in response to MA's evolving landscape, emphasizing the operational and financial impacts. It also examined the broader implications for patients, particularly their ability to access timely and quality care. The ultimate aim of the final report is to inform future healthcare administrators about the challenges and opportunities presented by MA, highlighting the need for adaptive strategies in hospital management and patient care services in a landscape increasingly dominated by privatized insurance models under MA.

BUFFALO OLMSTED PARKS CONSERVANCY

EVALUATING USERSHIP IN BUFFALO'S OLMSTED PARK

FACULTY:

Meredith Phillips
Almeida

TEAM:

Jake Mericle
Jessica Saab
Emily Speelman
Stephen Zubrycky

The Buffalo Olmsted Parks Conservancy (BOPC) engaged the Capstone team to create a methodology to collect, analyze, and present data on park usership to better understand how many people are using its parks. The team reviewed case studies and literature on park usership to determine best practices for data collection. In partnership with BOPC staff, the team used these guidelines to test methods in Olmsted parks in NYC and Buffalo. Based on its findings, the team created a toolkit that employs recommended data collection methods for each of BOPC's park assets. The methods involve conducting entry counts and activity scans at multiple times, on different days, across seasons, to create a representative sample of park users that can be used for yearly population estimates. BOPC will use the team's report and toolkit to make data-informed decisions in its 5-Year Plan, which drives strategy in the short term, and future efforts in investment, maintenance, and planning.

CITY OF MISSOULA, MONTANA

ADDRESSING CAPACITY CONSTRAINTS FOR HOUSELESS SERVICES

FACULTY:

Meredith Phillips
Almeida

TEAM:

Sarah Ahmad
Rebecca Julie
Ceinna Little
Dori McAuliffe
Lorelei Meidenbauer

The COVID-19 pandemic highlighted and exacerbated needs related to housing supply and demand. This has resulted in greater service needs and an opportunity to reassess current approaches to addressing precarious housing situations and the experience of being unhoused. As the City of Missoula, Montana grows, City and community leadership have identified a need to expand services offered to people with housing needs. Given the importance of cultivating relationships with service providers in the effort to recruit them to Missoula, the City tasked the Capstone team with procuring a list of potential partnership organizations. Based on its findings from the survey and case studies, the team presented the client a series of recommendations across three main categories: network infrastructure, cultivating relationships, and strategic initiatives.

INSTITUTE OF SUSTAINABLE COMMUNITIES

ADVANCING EQUITABLE BUILDING DECARBONIZATION

FACULTY:

Sarah Kaufman

TEAM:

Joann Lee

Taylor Jones

Nick Li

Melody Chen

The Institute of Sustainable Communities (ISC) has collaborated with organizations nationwide to implement sustainable decarbonization pilots in Oakland, Philadelphia, and St. Louis, in order to address the exclusion of low-income communities of color from climate change mitigation initiatives. The Capstone team produced a case study with St. Louis' Tower Grove Community Development Corporation to examine its energy-saving interventions and share its best practices with ISC-affiliated organizations. The team identified factors influencing Tower Grove's green building initiatives, notably 1) the significant hurdle of access to capital, limiting the scope of its efforts due to upfront retrofit costs and 2) tenant behavior, revealed through the analysis of energy usage in decarbonized buildings. In response, the team proposed establishing a database outlining public and private funding and grant opportunities to facilitate capital acquisition for ISC partners, as well as community education initiatives to promote energy-saving practices among tenants. The team's case study highlights the necessity for green legislation to address the split-incentives problem between capital investment and tenant savings.

NEW YORK CITY DEPARTMENT OF TRANSPORTATION

SMART CURBS INITIATIVE

FACULTY:

Sarah Kaufman

TEAM:

Andrés Franco
Anastasia Hediger
Judy Huynh
Cary Tipton
Calley Wang

In 2023, the New York City Department of Transportation (NYC DOT) launched a Curb Management Action Plan in an effort to reimagine the city's curb space. The goal of the "Smart Curbs" pilot is to address the evolving urban transportation landscape marked by the e-commerce boom and increasing demands for mobility and safety by reallocating curb space for improved accessibility, streamlined e-commerce deliveries, and sustainable transport options. As part of its pilot effort, NYC DOT engaged the Capstone team to develop recommendations to reimagine curb management on the Upper West Side of Manhattan. Utilizing surveys, field observations, and spatial analysis, the team researched the study area's unique needs, identified current challenges, and proposed innovative curb configurations. The team's final report entails comprehensive recommendations that outline strategies for optimizing curb space while prioritizing community needs, improved traffic flow, and the promotion of low-emission mobility solutions, setting a new standard for curb management in NYC.

PORT AUTHORITY OF NEW YORK AND NEW JERSEY

EVALUATING BUS TERMINALS AND REROUTES FOR THE MIDTOWN BUS TERMINAL RECONSTRUCTION

FACULTY:

Sarah Kaufman

TEAM:

Willis Alala
Edwin Jeng
Henry Kanengiser
Julia Raab
Samantha Sánchez
Jeffrey Yang

The Port Authority of New York and New Jersey (PANYNJ) is a bi-state agency that operates and maintains tunnels, bridges, and bus terminals, among other transportation facilities. PANYNJ is planning the reconstruction of its Midtown Bus Terminal on its existing location, which will require the use of a temporary bus terminal for a multi-year period. Given the capacity constraints of the planned temporary terminal, PANYNJ tasked the Capstone team with identifying and evaluating sites to be used as additional temporary terminals, as well as suitable bus routes to be rerouted to those sites. After examining existing conditions, conducting an extensive literature review, and learning from case studies of similar rerouting projects, the team proposed a longlist of potential sites. The team then developed a set of fatal flaws and scoring metrics to select a shortlist of the most feasible sites, and recommended bus reroutes to each site, along with associated strengths and weaknesses of each option.

TOWN+GOWN: NYC

BUILDING CIRCULAR ECONOMIES IN NYC'S INDUSTRIAL BUSINESS ZONES

FACULTY:

Michael Keane

TEAM:

Manal Bawazir

Alex Bernabe

Eliza Ezrapour

Marta Krawczynski

Marcos Rodriguez

Anderson

Noah Williams

Under the direction of the NYC Department of Design and Construction (DDC), Town+Gown: NYC is a city-wide partnership program that provides resources to support research on infrastructure and the built environment. In order to advance NYC's sustainability and climate goals, major city agencies have been directed to reduce their carbon emissions. While the construction sector is a significant driver of emissions in NYC, heavy industry remains a vital component of the city's economy. Town+Gown engaged the Capstone team to explore challenges and opportunities associated with creating a circular economy for construction and demolition waste (CDW) sited in industrial business zones (IBZs). The team identified five IBZs to serve as case studies for its research: North Brooklyn; Long Island City and Maspeth, Queens; Port Morris, Bronx; and West Shore, Staten Island. The team conducted site visits, completed an analysis of existing conditions, and undertook extensive stakeholder engagement, both through qualitative interviews and a quantitative survey. Based on this research and stakeholder feedback, the team produced a final report highlighting major findings and providing recommendations for strategies to advance circular CDW economies in the IBZs.

TRANSPORTATION ALTERNATIVES

PEDESTRIANIZATION AND SAFETY TOOLKIT & WASHINGTON SQUARE PARK CASE STUDY

FACULTY:

Michael Keane

TEAM:

Andrew DeFrank

Oliver Dillon

Alana Barrington Dye

Mary-Claire Graham

Charlotte Moore

Transportation Alternatives (TA) is an advocacy organization whose mission is to reclaim New York City from cars by transforming its streets into safe, sustainable, and equitable places to walk, bike, take transit, gather, and thrive. TA's "NYC 25x25" campaign challenges City leaders to repurpose 25 percent of NYC street space for alternative public uses by 2025, using the greater Washington Square Park area as a case study for these initiatives. The Capstone team developed a pedestrianization and safety augmentation toolkit for TA that can assist in identifying pedestrianization opportunities and improvements to non-vehicular safety across the City. The team also developed a case study that applies this toolkit to the area around Washington Square Park. Together, these deliverables will advance TA's NYC 25x25 campaign by equipping the organization with new tools and methods to advocate effectively for street reclamation initiatives in the Washington Square Park area and across the city.

UNION SQUARE PARTNERSHIP

PUBLIC LIFE STUDY TOOLKIT DESIGN

FACULTY:

Meredith Phillips
Almeida

TEAM:

Luke Buttenwieser
Michael Frajman
Charlotte King
Griffin Mills
Yihan Shi

Union Square Partnership (USP) is a Business Improvement District (BID) that helps manage and promote the economic development of the greater Union Square Park and 14th Street corridor area in Manhattan. USP's responsibilities include maintenance, sanitation, security, space activation through activities and events, and serving as a conduit between businesses and City government. USP tasked the Capstone team with designing a toolkit for surveying its public spaces to inform future public realm improvements. The team performed a literature review to understand the most important qualities of good public space and find ways to innovate USP's data collection process using technology. The team developed and field-tested survey formats found through case studies from other cities' best practices. The team produced a toolkit based on these efforts consisting of a methodology, a set of survey templates, and technology recommendations that USP can apply to survey its district at scale.

CARE

BUILDING ADVOCACY AND FUNDRAISING CAPACITY FOR WOMEN-LED ORGANIZATIONS IN COLOMBIA

FACULTY:

Anna Levy

TEAM:

Antonia Nichols

Roxeanne Oyesile

Laura Maria Rojas

Morales

Erin Worden

CARE is an international humanitarian organization dedicated to ending global poverty. In 2022, CARE launched an innovative pilot that focused on capacity-sharing, learning, and grant-making for women-led organizations (WLOs) in four conflict-affected settings, including 15 WLOs in Colombia's Nariño region. The pilot aimed to increase the representation of women and girls' priorities and needs in humanitarian settings through direct funding to WLOs. CARE enlisted the Capstone team to understand how to strengthen and scale up WLO capacity to serve women and girls more effectively. During its fieldwork in Bogota and Pasto, Colombia, the team led interviews with key institutional stakeholders, conducted in-person visits to WLOs, and held a participatory workshop for WLO leaders. Guided by its fieldwork, the team created an easy-to-use, interactive toolkit in Spanish for partner WLOs to use in expanding their global networks and advocating for funding.

EK KADAM AUR

ASSESSING THE IMPACTS OF THE ARUNODAYA PROGRAM

FACULTY:

Anna Levy

TEAM:

Faisal Alhedaiib

Yue Feng

Yeji Lee

Rishi Soneja

Ek Kadam Aur (EKA) is a nonprofit organization transforming the lives of underprivileged children with visual impairments through inclusive education and digital technology. EKA's Arunodaya ("Sunshine for the Blind") program equips blind children in rural India with basic literacy skills through one-on-one tutoring. EKA enlisted the Capstone team to determine the impact of the program, identify challenges and growth opportunities, and recommend improvement and expansion strategies. EKA invited the team to undertake a five-day field assessment of the program in Auraiya, Uttar Pradesh, India. The team's post-field assessment, which integrated statistical analysis of educational outcomes and stakeholder interviews, found that the program generally has a positive impact on academic performance, with early elementary school interventions fostering notably accelerated comprehension when compared to late, post-elementary intervention. The team's recommendations emphasize the importance of early intervention and the need to explore alternative educational pathways for older children. The team's report provides recommendations for strengthening and scaling the program in villages across India.

INTER-AMERICAN DEVELOPMENT BANK

DECODING GOVERNANCE SCHEMES FOR HISTORIC CENTERS: AN EVALUATION OF PAST STRATEGIES AND CREATION OF FUTURE PATHWAYS

FACULTY:

Paul Smoke

TEAM:

Selenne Hernandez

Noelle Lezcel

The Inter-American Development Bank (IDB) is an international financial institution serving as the largest source of development financing for Latin America and the Caribbean. The Dominican Republic government approached the IDB to explore improvement strategies targeting Santo Domingo's government schemes that directly impact urban renewal and historic preservation projects. The Capstone team collaborated with IDB on developing a comprehensive approach to analyzing, evaluating, and monitoring project management and collaboration between government agencies. Through a case study methodology, the team conducted an extensive literature review of historic city centers globally, emphasizing policy structures and financial management systems in successful and unsuccessful project implementations. The team's final deliverable encompasses a presentation that showcases a qualitative synthesis of Santo Domingo's past-to-present state of urban development and preservation initiatives. It closes with curated short- to long-term recommended tools and mechanisms addressing inter-institutional coordination, financial management, and cross-governmental collaboration.

UGANDA VILLAGE PROJECT

ENHANCING OBSTETRIC FISTULA CARE IN UGANDA: BEST PRACTICES AND PREVENTATIVE MEASURES

FACULTY:

Anna Levy

TEAM:

Rashmi Aher
Bintou Cisse
Khairat Ishola
Maria Olifer

The Uganda Village Project (UVP) is an organization dedicated to improving public health by implementing fistula repair, sexual reproductive health education, and water sanitation programs. UVP engaged a Capstone team to optimize its obstetric fistula repair efforts by identifying, compiling, and evaluating best practices and preventative strategies. Utilizing a mixed-methods approach, the team conducted in-depth interviews with key obstetric fistula stakeholders and reviewed relevant literature to uncover effective strategies for fistula care. The team's analysis concentrated on strategies for overcoming barriers created by cultural norms and resource limitations, enhancing community engagement around prevention, and improving surgical techniques and post-operative management. The team incorporated these findings into a strategic framework for UVP to enhance its fistula care initiatives, establishing a benchmark for similar projects in the region and beyond.

UNITED NATIONS CAPITAL DEVELOPMENT FUND

ASSESSING THE STATE OF SUBNATIONAL GOVERNANCE INSTITUTIONS IN INDONESIA

FACULTY:

Paul Smoke

TEAM:

Ritwick Dutta
Leon Wang
Narihiro Tanaka

The United Nations Capital Development Fund (UNCDF), is a UN agency that provides innovative financial approaches to the world's least developed nations. UNCDF leverages both public and private funds to alleviate poverty and foster economic growth at the local level. In line with the policy areas laid out in the Malaga Global Coalition for Municipal Finance, the UNCDF engaged the Capstone team to conduct a case study of South Tangerang Regency, Indonesia, highlighting the accomplishments and obstacles encountered by municipal administrations in funding sustainable development initiatives. The team conducted background research and a literature review, as well as on-site interviews with government officials and other stakeholders in Jakarta and South Tangerang. The team's case study, which includes analysis and financing recommendations for local governments, will appear in the second edition of UNCDF's "Local Government Finance is Development Finance" report, along with a presentation for future UNCDF meetings.

UNITED NATIONS CAPITAL DEVELOPMENT FUND

ASSESSING THE EMPOWERMENT OF SUBNATIONAL GOVERNANCE INSTITUTIONS IN TANZANIA

FACULTY:

Paul Smoke

TEAM:

Reyna Vazquez-Miller

Sarah Villavencio

Angela Yungu

The United Nations Capital Development Fund (UNCDF), the UN's capital investment agency for the least developed countries, offers “last mile” finance models that unlock public and private resources to reduce poverty and support local economic development. UNCDF engaged the Capstone team to conduct a case study of Tanzania with a focus on the achievements and challenges faced by local governments in financing for sustainable development, in line with policy areas laid out in the Malaga Global Coalition for Municipal Finance. The team conducted background research and a literature review, followed by a visit to Dar es Salaam and Dodoma, Tanzania to conduct policy analysis and interview local and national government agency representatives. The case study, with an analysis of current conditions and possible further actions for local governments, will be published in the second edition of UNCDF's “Local Government Finance is Development Finance” report, along with a presentation deck to be utilized by UNCDF in future meetings.

WORLD BANK

ADVANCING GENDER-RESPONSIVE PUBLIC FINANCIAL MANAGEMENT AND BUDGETING

FACULTY:

Paul Smoke

TEAM:

Lex Brierley

Crystal Sawh

Zoe Zhou

The World Bank's Governance Global Practice (GGP) works with countries facing governance issues to build capable, transparent, and inclusive institutions. Governments use Gender-Responsive Public Financial Management (GRPFM), also known as Gender-Responsive Budgeting (GRB), to ensure that fiscal decisions promote gender equality and address persisting inequalities. However, gender disparities persist worldwide and targets for Sustainable Development Goal 5—reaching gender equality and empowering all women and girls—are far from being met. GGP enlisted the Capstone team to assess GRPFM reforms in select countries and uncover the governance and institutional factors impacting GRB adoption and effectiveness. The team conducted extensive desk research and consultations with GRB experts. The final report highlights the causes of gender-blind budget systems in many countries, despite national and international commitments, and opportunities to enhance the implementation of GRPFM reforms.

WORLD BANK

MUNICIPAL FINANCING STRATEGY DEVELOPMENT IN INDONESIA

FACULTY:

Paul Smoke

TEAM:

Jonathan Ahn
Jamie Dehouck
Robert Franco-Tayar
Nathalie Martinez-Vega

The Urban Team of the World Bank aims to bridge the infrastructure gap in Indonesia by improving infrastructure and public service delivery at the subnational level through loans, technical assistance, and capacity building. The World Bank enlisted a Capstone team to identify the infrastructure needs and priorities of two Indonesian cities: Jakarta and Bandung. The team analyzed financing needs, economic conditions, fiscal capacity, institutional capacity, and policy constraints, and identified stakeholders and suitable financing for selected development areas. The team's assessment of infrastructure funding strategies revealed that an integrated financing framework could help reduce existing financing gaps, in furtherance of which the team collected data to assess and diagnose the financing and expenditure strategy. The team's final report pinpoints relevant stakeholders for each infrastructure project and highlights potential own-source revenues to optimize local revenues.

WORLD BANK

ENHANCING NATURE-BASED SOLUTIONS FOR MANGROVE RESTORATION IN KENYA

FACULTY:

Paul Smoke

TEAM:

Layla Bellissimo
Emma Clark
Zhongshan Gui
Manning He

The World Bank's Kenya Urban Support Program forms and reinforces urban organizations to enhance infrastructure and services in Kenya's participating counties. The World Bank enlisted the Capstone team to address the urgent challenge of coastal and shoreline degradation in Mombasa County, focusing on the use of nature-based solutions for mangrove restoration. The team reviewed current environmental protection frameworks, legislation, and restoration efforts by local actors. After engaging with the County's government and community-based organizations, the team identified existing gaps and opportunities in waste management, livelihood diversification, data innovation, and integrated spatial planning. The team also researched actionable financial objectives to address the challenges facing mangrove restoration in the County. The team's deliverables included an inception report, a detailed account of fieldwork findings, and a final recommendation for sustainable mangrove rehabilitation to coordinate with the County Integrated Development Plan.

RESEARCH IN QUANTITATIVE ANALYSIS

BUILDING ENERGY EFFICIENCY SCORING

IMPACT OF NYC LOCAL LAW 33 ON GREENHOUSE GAS EMISSIONS

FACULTY:

Erilia Wu
Eric Zhou

TEAM:

Qiu Jin
Meaghan Lavin
Iris Yu
Anabel Zapata-
Guzman

The Capstone team investigated the impact of public efficiency grade disclosure on greenhouse gas (GHG) emissions among large buildings in New York City. Leveraging data from the NYC Energy & Water Performance Map, the team analyzed 48,334 buildings over 25,000 square feet in floor area that received efficiency labels between fiscal years 2018 and 2022. Employing a difference-in-difference framework with a cutpoint of 69 (Letter Grade C), the team compared emissions changes in buildings falling just below and above this threshold. The team's analysis incorporates robust regression techniques, including Ordinary Least Squares (OLS) and models with Robust Standard Errors, to examine the relationship between energy efficiency (as measured by Energy Star Scores) and GHG emissions. Preliminary findings suggest that higher efficiency scores are significantly associated with lower emissions, underscoring the potential of efficiency grading as a policy tool for reducing environmental impacts. Further research explores causal relationships through additional data visualizations and comparative analyses of treatment and control groups.

CASH BAIL REFORM AND CRIME RATES IN NYC

EXAMINING THE IMPACT OF CASH BAIL REFORM AND SUBSEQUENT ROLLBACKS ON OVERALL CRIME RATES

FACULTY:

Erilia Wu
Eric Zhou

TEAM:

Hanming Jiang
Yujin Lee
Jiaying Li
Rhea Meher Soni

In 2019, New York State lawmakers approved legislation eliminating the use of cash bail for the majority of misdemeanors and select lesser felonies. Politicians and other government officials have vocally opposed the legislation since its implementation in January 2020, claiming it led to increased crime rates throughout the City. New York State approved two rollbacks of this legislation in 2020 and 2022, expanding the scope of charges eligible for bail and other special considerations. The Capstone team examined the effect of cash bail reform and its subsequent rollbacks on overall crime rates in NYC by using publicly available data on City crime rates. Using a difference-in-difference method, the team's findings provide insight into whether cash bail reform actually decreases the overall crime rate and what policy implications the rollbacks have for overall crime.

EVICTION MORATORIUMS AND LABOR MARKET OUTCOMES

THE EFFECT OF EXPIRING EVICTION MORATORIUMS ON UNEMPLOYMENT

FACULTY:

Erilia Wu
Eric Zhou

TEAM:

Juny Pan
Camille Prével-Dumas
Amanda Tanui
Denise Upton
Siyi Wang

The COVID-19 pandemic prompted unprecedented measures to curb community spread of the virus and socioeconomic instability, including eviction moratoriums at both the state and federal levels. The Capstone team explored the connection between housing security and employment by studying how state-level decisions to sunset eviction moratoriums impacted unemployment rates. The team hypothesized that expiring moratoriums increased unemployment rates as individuals contended with possible evictions and housing instability, taking time away from labor. The team's research utilized Callaway & Sant'Anna's difference-in-difference methodology with staggered treatment, as well as state- and county-level data from the Bureau of Labor Statistics, Census Bureau, and Centers for Disease Control and Prevention. The team's preliminary results found that states that lifted their moratoriums as early as possible displayed evidence of increased unemployment rates, indicating that the loss of these protections is associated with a negative impact on labor markets. The team's final report details the study's findings, providing a preliminary assessment of policy implications for tenant protections and labor market outcomes.

RIGHT TO COUNSEL AND ILLEGAL EVICTION

ANALYZING THE IMPACT OF NYC'S RIGHT TO COUNSEL LAWS ON RATES OF ILLEGAL EVICTION

FACULTY:

Erilia Wu
Eric Zhou

TEAM:

Tony Bodulovic
Jiayi Chai
Sarah Ligon
Reba Yohannan

In 2017, the City of New York began a five-year, staggered rollout of its landmark Right to Counsel (RTC) legislation, providing free legal representation to tenants facing eviction. While previous studies suggest that RTC lowers eviction rates, stakeholders report that landlords may continue to force tenants out through extralegal means. Hypothesizing that RTC may have incentivized landlords to avoid the court system, the Capstone team investigated rates of attempted illegal eviction via utility shutoffs before and after the RTC policy change. Using publicly available data from the NYC Department of Housing Preservation and Development on utility shutoff violations between 2013 and 2019 as a proxy for illegal evictions, the team employed a Callaway & Sant'Anna multiperiod difference-in-difference model to assess whether violation rates changed significantly at the ZIP code or census tract level after neighborhoods gained access to RTC. The final report details the team's findings, with conclusions tailored to the current push for statewide expansion of the program.

UNIVERSAL PRE-K PROGRAM IN NYC

IMPACTS ON HOUSING STABILITY

FACULTY:

Erlia Wu
Eric Zhou

TEAM:

Anuska Corbin
Jiarun Liu
Lynn Miao
Eva Phillips
Ziyue Zhou

In 2014, New York City (NYC) adopted its first Universal Pre-kindergarten (UPK) program, which promises to offer publicly funded pre-kindergarten to all New Yorkers. The Capstone team investigated the impact of NYC's UPK on housing stability. Studies have highlighted UPK's positive effects on maternal labor force participation and child educational outcomes, but its influence on housing stability remains unexplored. The team hypothesized that UPK, in reducing household childcare costs, would positively affect housing stability for families with young children. Using Public Use Microdata Sample (PUMS) from the US Census' American Community Survey, the team conducted a difference-in-difference study, comparing residential mobility rates among households with young children in NYC and in cities without UPK policies pre- and post-UPK implementation. Initial results show a small, statistically significant positive effect on residential mobility. The analysis aims to provide insights into UPK's broader societal impacts, informing policymakers about its potential role in supporting family financial stability and upward mobility.

CAPSTONE FACULTY

Elizabeth Angeles, Advocacy & Social Impact Leader

Sonia Balaram, Independent Consultant

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

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

Rebecca (Becky) Duane, Business Development Executive, Strategic Partnerships, M&A, and Data and AI for Social Impact, IBM

Chris Good, Managing Director, Global Investment Banking, Royal Bank of Canada
Rain Henderson, Independent Consultant, and Founder, Elemental Advisors

Carolyn Hou, Founder, Arlos

Kalima Johnson, Vice President of Government Relations, The Parkside Group

Sarah Kaufman, Executive Director, NYU Rudin Center for Transportation, and Commissioner, New York City Taxi and Limousine Commission

Palak Kaushal, Associate Vice President, Corporate & Legislation, Kasirer LLC

Michael Keane, Director of Planning, Cameron Engineering & Associates

Anna Levy, Principal and Founder, Jafsadi.works

Veronica Manning, Independent Grants and Strategy Consultant

Adrian Ogle, Director of Events, Ford Foundation

Sophie Pauze, Senior Director, Strategy & Impact, NYC Health + Hospitals Office of Behavioral Health

Meredith Phillips Almeida, Principal, Meridiana Partners

Gerry Ring, Director of Budget, Long Island Power Authority

Carla Sampson, Clinical Professor of Healthcare Management and Public Service, Director of Health Policy and Management Program and Online MHA Program, NYU Wagner

Alexander Shermansong, Co-Founder, Culture Cascade

Paul Smoke, Professor of Public Finance and Planning, Director of MPA Public and Nonprofit Management and Policy Program, NYU Wagner

Karin Sommer, Executive Director, Transportation Planning & Management, NYC Department of Transportation

Erilia Wu, Data Analytics Manager, NYU Langone Health

Eric Zhou, PhD, Associate Research Scientist, NYU Langone Health

CAPSTONE DIRECTORS

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

John Gershman, Clinical Professor of Public Service, NYU Wagner

Elizabeth Larsen, Director of Academic Development, Assessment, and Experiential Learning, NYU Wagner

CAPSTONE ORGANIZATIONS

Anti-Recidivism Coalition, 20
Buffalo Olmsted Parks Conservancy, 32
Building Energy Efficiency Scoring, 42
CARE USA, 37
Caribbean Cultural Center African Diaspora Institute, 8
CASA Kane County, 8
Cash Bail Reform and Crime Rates in NYC, 43
Cause Strategy Partners, 23
Center for Survivor Agency and Justice, 20
Children's Institute, 24
City of Missoula, Montana 32
City Year New York, 13
Correctional Association of New York, 16
Duke Lemur Center, 9
Education Reform Now, 9
Ek Kadam Aur, 38
Everytown for Gun Safety, 16
Eviction Moratoriums and Labor Market Outcomes, 43
Federation of Protestant Welfare Agencies, 17
Florence Melton School of Adult Jewish Learning, 13
FJC, 24
Guidehouse, 14
inclusive+, 28
Institut Pasteur, 28
Institute of Sustainable Communities, 33
Inter-American Development Bank, 38
Laurel House, 10
Libraries Without Borders, 25
LifeScene, 10
Living City Project, 11
Medicare Advantage and Hospitals, 31
National Bleeding Disorders Foundation, 29
New York City Department of Correction, 17
New York City Department of Transportation, 34
New York City Manufacturing and Industrial Innovation Council, 14
New York League of Conservation Voters Education Fund, 18
NYC311, 18
NYU Langone Department of Emergency Medicine, 29
NYU Langone Orthopedic Hospital, 30
Ohio Alliance to End Sexual Violence, 21
Olivia Technologies, 25
Port Authority of New York & New Jersey, Division of Tunnels, Bridges, and Terminals, 34

Rethink Food, 19
Right to Counsel and Illegal Eviction, 44
Social Venture Partners Tucson, 26
Surdna Foundation, 26
Teens for Food Justice, 11
The Michael J. Fox Foundation, 12
Town+Gown: NYC, 35
Townspeople, 15
Transform Finance, 27
Transportation Alternatives, 35
Trenton Police Department, 19
Uganda Village Project, 39
Union Square Partnership, 36
United Nations Capital Development Fund: Indonesia, 39
United Nations Capital Development Fund: Tanzania, 40
United We Dream, 21
Universal Pre-K Program in NYC, 45
Women's March, 22
Waterfront Alliance, 15
World Bank: Global Governance Practice, 40
World Bank: Indonesia, 41
World Bank: Kenya, 41

BECOME A CAPSTONE CLIENT

Organizations—from the public, nonprofit, or private sector—interested in being a Capstone client should visit the NYU Wagner Capstone Employer webpage for more information:

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



NYU

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

Robert F. Wagner Graduate School of Public Service
New York University | 105 East 17th Street
New York, NY 10003

