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 client organizations or conducting research on a pressing social question—in a complex and real-world environment. Students must quickly become familiar with an issue or content area; demonstrate process skills such as project management and teamwork; and effectively gather, analyze, and present data.

The Capstone Program was originally funded with a generous grant from the Ford Foundation in 1995. Since then, more than 5,200 students have completed nearly 1,200 projects for more than 800 organizations.

The summaries in this booklet represent the 89 Capstone projects from the 2014-2015 academic year.

A special thanks to FJC: A Foundation of Philanthropic Funds for its financial support of this year’s Capstone Program.

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

ABOUT NYU WAGNER
New York University’s Robert F. Wagner Graduate School of Public Service prepares public service leaders to translate ideas into actions that have an effective and lasting impact. We do this by giving students critical analytic skills and frameworks, taking full advantage of the connections and opportunities within New York City, and making sure students understand the distinct contexts in which they’re working. Ranked sixth nationally among all schools of public affairs, NYU Wagner has been teaching students rigorous methods of management, policy, and planning for over 75 years. We offer Master of Public Administration, Master of Urban Planning, Executive Master of Public Administration, and Doctor of Philosophy degree programs. For more information, visit wagner.nyu.edu.
“PUBLIC SERVICE IS THE HIGHEST GOOD AND, WHEN DONE HONORABLY AND WELL, THE MOST REWARDING.”

-ROBERT F. WAGNER,
MAYOR OF NEW YORK CITY 1953-1965
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CAPSTONE FACULTY AND DIRECTORS

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PROJECT SUMMARIES
When a disaster hits, coordination of on-the-ground partners and volunteers for relief is a massive and complex undertaking. It involves dealing with thousands of small entities, as well as major institutions like the Federal Emergency Management Agency. The American Red Cross engaged the Capstone team to identify best practices for improving the speed and quality of information sharing with all those involved, ensuring that the Red Cross is prepared to collect and distribute information efficiently. The team conducted a literature review and in-depth case studies of comparably-sized institutions and their complex information management systems. After an analysis of its findings, the team made recommendations for the improvement of information sharing, developed in the context of best practices.

Big Tent Judaism (formerly Jewish Outreach Institute) seeks to engage, support, and advocate for “all those who would cast their lot with the Jewish people, regardless of prior knowledge or background.” The Capstone team partnered with Big Tent Judaism to research and assess the emergent phenomenon of Engagement and Outreach professionals at Jewish federations across North America—one of the fastest growing positions in the Jewish communal sector. The Capstone team reviewed existing research, interviewed 26 professionals, created a survey, and produced a final report of findings. The work will help Big Tent Judaism better understand best practices and emerging trends in the field, and ultimately allow them to better advise and support Jewish institutions and agencies.
The Bowery Residents’ Committee (BRC) is one of New York City’s largest homeless shelter providers, operating nine shelters and safe havens with 977 beds. Currently, New York City is expanding its shelter system by opening new shelters in privately-owned buildings. The ability to build affordable housing, however, is severely limited by a lack of housing subsidies. BRC plans to create a new transitional residence, funded by the Department of Homeless Services (DHS), which co-locates a new 200-bed shelter with permanent, low-cost housing. This plan would reinvest profits from the shelter to create and subsidize efficiency units for the formerly homeless. The Capstone team was charged to create a scalable financial model that can be used to replicate this transitional housing project throughout the City. The team reviewed BRC’s detailed pro formas, consulted with BRC’s finance team, and conducted background research on shelters and low-income housing in New York. The team’s final report outlined the effect of a large-scale roll-out of this model on New York City’s shelter system and homeless population.

Built in 1976, the Brooklyn Sports Club (BSC) is a membership-based fitness center and pool located on the property of Spring Creek Towers, the largest federally-assisted rental property in the United States. The combination of underutilization and a significant, multi-year operating deficit at BSC prompted its management to engage the services of a Capstone team. The team’s objective was to identify possible strategies for increasing sustainable revenue streams at BSC by leveraging what the facility has to offer the community. The team determined the amount of available space and utilization rates at BSC through staff interviews and blueprint and schedule analysis. The team then identified pricing and
fee adjustments that BSC could make to boost revenue internally. In the final report, the team identified strategic partners interested in leasing space at BSC and developed a request for proposal for BSC to cultivate renters and programs for additional revenue streams.

CITIZENS UNION
EVALUATION OF TERM LIMITS IN NEW YORK CITY COUNCIL

CAPSTONE TEAM:
Blair Hewes
Kirk Hovenkotter
Jessica Anne Riley
Jesse Schwartz
Razilee Veda Tadeo

FACULTY:
George Sweeting

Founded in 1897, Citizens Union is a nonpartisan, good government group dedicated to making democracy work for all New Yorkers. Citizens Union serves as a civic watchdog, combating corruption and fighting for political reform. As there is no recent quantitative research available on the effects of term limits in the New York City Council, Citizens Union engaged the services of a Capstone team to conduct a policy evaluation. The team used original surveys, interviews, a literature review, and demographic analysis of elected officials to determine the effects of term limits on staff influence, constituent responsiveness, balance of power, and overall effectiveness of the Council. The team’s final report will help Citizens Union determine the impact of term limits on the New York City Council and inform future policy positions regarding the issue.

CITY HARVEST
INCREASING VOLUNTEER RECRUITMENT AND RETENTION

CAPSTONE TEAM:
Cristian Carreno
Shevani Patel
Tyeshia Smith
Sarah Supcoff
Perry Wong

FACULTY:
Merle McGee

City Harvest, the world’s first food rescue organization, works to end hunger in New York City. In addition to food rescue and distribution, City Harvest’s Healthy Neighborhoods program increases availability of affordable produce, offers nutrition education, and provides other resources to maintain healthy food-secure diets. Due to ambitious goals in City Harvest’s long-term strategic plan, its Volunteer Services department faces challenges recruiting participants with the skills necessary for its Nutrition Education and Evaluation programs, as well as retaining qualified, interested, and available
volunteers. To understand potential volunteer pools and seek new targets, the Capstone team undertook an analysis of City Harvest’s current Volunteer Services practices, as well as an extensive environmental scan of the NYC volunteer marketplace. In addition, the team studied strategies and techniques to enhance volunteer recruitment and retention. The team’s final report outlines a detailed profile of volunteers within City Harvest’s operating market and presents recommendations to reach and retain them.

CONFLUENCE PHILANTHROPY
MEMBERSHIP ASSESSMENT TO INFORM STRATEGIC GROWTH

Confluence Philanthropy is a network of foundations, individual donors, and investment advisors representing $123 billion of philanthropic assets slotted for mission-driven investments. As Confluence Philanthropy approaches its fifth-year anniversary, it sought the support of a Capstone team to improve its services and inform its strategic growth by conducting a membership assessment. Methodologies for the membership assessment included surveying and interviewing members, a SWOT analysis, and a review of best practices. The team also conducted an evaluation that analyzed the client’s strategic position and competitive advantage. The team used this analysis to inform its recommendations for enhancing client services.
**CONVERGENCE CENTER FOR POLICY RESOLUTION**

DESIGNING FLEXIBLE EVALUATION AND PERFORMANCE MEASUREMENT TOOLS TO COMMUNICATE IMPACT

**CAPSTONE TEAM:**
Muzna Ansari
Kristy Brown
James Ha
Lindsey Melki
T.R. Pearson

**FACULTY:**
Michelle Yanche

Convergence Center for Policy Resolution (CCPR) facilitates structured dialogue and relationship building between individuals and organizations with conflicting views by identifying shared solutions to urgent social and policy issues. Headquartered in Washington, D.C., CCPR has four major projects: Nutrition and Wellness, Reimagining K-12 Education, Long-Term Care Financing, and U.S.-Pakistan Relations. CCPR requested the Capstone team design an evaluation framework to measure and communicate the impact of their work to internal and external audiences. The team interviewed board members, project directors, and partner organizations. The team’s work informed the creation of a logic model and a flexible evaluation framework, based upon developmental evaluation principles. The team also developed performance measurement tools to inform organizational learning and help CCPR report ongoing progress. These tools will allow CCPR to understand the effectiveness of its work throughout the life of various projects.

**COVENANT HOUSE NEW YORK**

SUPPORTIVE HOUSING AND TRANSITIONAL SERVICES FOR NEW YORK CITY YOUTH

**CAPSTONE TEAM:**
Wanzhu Deng
Noelle Francois
Ramneet Sachdev
Katharine Steger
Shuo Zhang

**FACULTY:**
George Sweeting

Covenant House New York (CHNY) is a supportive housing and human services provider dedicated to helping homeless youth transition back to independent living. The Capstone team undertook a series of activities to help CHNY improve its transitional living services and position itself to capitalize on new opportunities for supportive housing providers in New York. These activities included: surveying former clients of its Rights of Passage program to assess the value of existing CHNY transitional services and recommend program improvements; conducting an environmental scan of supportive
The East Village Community Coalition (EVCC) is a neighborhood alliance that works to recognize, support, and sustain the built and cultural character of the East Village. Since 2004, their efforts have helped preserve the vibrancy and diversity of this unique section of Manhattan. The EVCC engaged the services of a Capstone team to produce and analyze population, demographic, and economic projections for the East Village in 2016 and 2019; create a database of legislation, development, and expansion plans; and develop case studies of similar neighborhood preservation efforts in North America. These tools will empower residents and business owners to develop high-impact, research-based advocacy campaigns that prevent unwanted changes, mitigate effects on long-term residents, and protect the character of the community for generations to come.
Enterprise Community Partners (ECP) is a nonprofit organization that develops and preserves affordable housing at local and national levels through advocacy and strategic partnerships with financial institutions, governments, and community organizations. ECP’s financial management systems were recently upgraded and are in the process of being integrated to a common platform. As a result, leaders of ECP’s Solutions Team, a group that works across ECP’s local markets and national initiatives, enlisted a Capstone team to look at management indicators and improve their ability to monitor financial progress. The Capstone team collected and analyzed organizational management data on the Solutions Team, conducted research on financial management best practices, and conducted in-depth interviews with Solutions Team managers and their supporting departments. The team’s final report focused on providing Solutions Team leaders with financial management dashboard recommendations. When implemented, the recommendations will allow for improvements in tracking, measuring, and interpreting financial performance across departments.

Fitch Ratings is one of the three nationally recognized statistical rating organizations (NRSRO) designated by the U.S. Securities and Exchange Commission in 1975. The Public Finance Division at Fitch Ratings plays an important role in assessing the financial health of different cities. To understand the debt capacity of the 50 largest cities in the U.S., a Capstone team was requested to analyze the tax burden and user charge burden born by each city’s residents, and create a tool to facilitate that analysis in the future. The team
At 2,200 acres, Freshkills Park in Staten Island will be nearly three times the size of Central Park and the largest park developed in the city in over 100 years. What was once the world’s largest landfill is transforming into a stunning landscape that will provide a home for art, recreation, education, and science. Freshkills Park is a symbol of renewal and an expression of how society can achieve balance with our environment. To aid the growth of Freshkills Park programming, the Capstone team designed and conducted an online survey to investigate different ideas for future educational, art, and science programs. The survey was shaped by extensive research on area park activities and landfill-to-park projects around the world. The survey was distributed across communities within Staten Island and other NYC boroughs. The team used the results of the survey to drive its program recommendations for the park.
GIRL BE HEARD
EVALUATION OF MISSION, VISION, AND CURRENT ORGANIZATIONAL INFRASTRUCTURE

CAPSTONE TEAM:
Allie Bryan
Danielle Cherubin
Fiona Jaramillo
Adam Pearce

FACULTY: Erin Gore

Founded in 2008, Girl Be Heard (GBH) is a theatre company that sets the stage for girls to inspire local and global change. GBH is currently in an exciting period of expansion and opportunity and engaged a Capstone team to evaluate its current mission, vision, and infrastructure in order to successfully scale their activities in the future. The team began its analysis of GBH’s mission and vision with a series of in-depth interviews with staff members and current girl members. The assessment culminated in a retreat with the Board to review findings and determine final mission and vision statements for Girl Be Heard. The Capstone team also developed a case statement and theory of change to match the newly-formed mission and vision. The next phase of the project consisted of a comprehensive assessment of the current organizational infrastructure. Using this information, the team developed key recommendations for organizational composition and job responsibilities that are best suited to sustain and support the organization’s growth.

GIRLS WRITE NOW
ALUMNAE ENGAGEMENT PLAN

CAPSTONE TEAM:
Lydia Avila
Deborah Embaie
Jiawen Meng
Kobi Rav
Xuan Zhang

FACULTY: Toni Harris Quinerly

Founded in 1998, Girls Write Now (GWN) mentors underserved young women to find their voices through the power of writing and community. GWN’s programs include one-on-one mentoring, workshops on writing, reading showcases, digital training, and college preparation. GWN engaged a Capstone team to help them track their alumnae, understand the long-term impact of their programs, and understand ways to engage them in meaningful ways. The Capstone team conducted extensive research, administered surveys, and held focus groups. Using this data, the team produced a detailed report outlining an alumnae engagement strategy that included information on the long-term impact GWN has on its members.
Harlem Congregations for Community Improvement

Communicating the Contribution: A Plan to Leverage Social Services Data

Since 1986, Harlem Congregations for Community Improvement (HCCI) has helped Harlem residents rebuild and sustain their community by providing economic development and empowerment opportunities. Focusing on the Bradhurst neighborhood, HCCI develops affordable housing while providing a suite of complementary social services programming. HCCI engaged a Capstone team to create a comprehensive data management system that would allow communications and grant writing staff to access impact and evaluation data on each of the agency’s social services programs. The team provided a scan of comparable organizations, funding opportunities, and best practices for performance measurement and reporting within their service areas. The team also audited HCCI’s data collection practices and drafted a data collection protocol and implementation plan. As a result, HCCI is now poised to communicate the value of its programs to potential funders in the public and private sectors.

Capstone Team:
Paulina Forbes
Melissa Friesen
Andrew Group
Flora Mendoza
Adrian Untermyer

Faculty:
Toni Harris Quinerly

Harlem Lacrosse and Leadership

The Impact of Lacrosse: A Preliminary Analysis of the Effects of a Youth-Serving Nonprofit

Harlem Lacrosse and Leadership (HLL) partners with middle schools to provide academic intervention, leadership training, high school admissions counseling, and lacrosse to at-risk youth. Founded in 2008, HLL has expanded from one to four middle schools, while achieving GPA increases for participating students. HLL engaged the services of a Capstone team to review current evaluation practices of similar programs, gather input from key stakeholders, and recommend improved methods for measuring effectiveness. The team

Capstone Team:
Nimmi Chilamkurti
Carmen Jimenez-Robbins
Oluwaseun Owolabi
Chabely Ramos
Margaret Walkup

Faculty: Sara Grant
HORACE MANN SCHOOL
SERVICE LEARNING

CAPSTONE TEAM:
Kyle Bridges
Rosario Calatayud-Serna
Claudia Enriquez
Desmond Jardine

FACULTY: Erin Gore

Founded in 1887, Horace Mann School (HMS) is an independent, college-preparatory school located in the Bronx. HMS’ Service Learning Program is an after-school initiative that combines community service and action with education, and provides opportunities for students to serve the surrounding community. The Capstone team was engaged to analyze and evaluate the program and provide recommendations to improve its effectiveness and overall impact. During the course of its evaluation, the team conducted focus groups, interviews, meetings, site visits, surveys, and met with various stakeholders. Using this information, the team helped HMS create a more sustainable logistical framework and optimize community program implementation.

HUDSON RIVER PARK TRUST
RESEARCH AND EVALUATION OF BEST PRACTICES FOR CAPITAL MAINTENANCE BUDGET

CAPSTONE TEAM:
Dashone Hughey
Jiayu Liu
Sitong Ren
Yifeng Zhang

FACULTY:
Karen Schlain

Hudson River Park, the second longest waterfront park in the United States, has transformed four miles of decaying piers and parking lots along Manhattan’s West side into a beloved, urban recreational paradise, attracting 17 million visits each year. Managed by the Hudson River Park Trust, the park has grown exponentially over the past decade. With
70% of construction now complete, the park features thirteen reconstructed piers; three boathouses; numerous volleyball, basketball, and tennis courts; and dozens of landscaped areas. In order to plan for the future, the Trust engaged the services of a Capstone team to develop a capital maintenance strategy ensuring the Park will remain in good condition for current and future generations. The team conducted industry research and interviewed members of universities and large real estate holding companies. The team’s final report outlined recommendations and best practices for determining the required maintenance of capital assets.

JEWISH FOUNDATION FOR EDUCATION OF WOMEN
AN ANALYSIS OF A SCHOLARSHIP PROGRAM

CAPSTONE TEAM:
Ilana Fried
Erica Greenblatt
Mia McCully
Ivonne Salazar

FACULTY: Erica Foldy

In 2008, the Jewish Foundation for Education of Women (JFEW) changed its scholarship strategy by moving away from awarding scholarships directly to students, and instead providing grants to universities and institutions. These partners select scholarship recipients based on JFEW’s pre-determined criteria. JFEW asked for a retrospective evaluation of this new grant-making strategy to ensure that scholarships are being put to their most productive use. It also asked for an evaluation plan moving forward. In order to assess JFEW’s impact, the team first conducted an environmental scan and literature review and developed outcomes based on its findings. The team then interviewed the partner universities and alumnae, which helped to inform a survey that was administered to alumnae. As a result of this project, JFEW will understand the impact of scholarships awarded over the past five years, and will be able to use new tools for ongoing assessment and impact evaluation.
Students who are chronically absent have a significantly lower chance of graduating from high school. Kinvolved is increasing graduation rates for at-risk students by improving attendance and facilitating communication between schools, families, and after-school programs. Schools use Kinvolved’s app to record attendance, communicate in real time with parents and after-school providers, and identify trends that can inform intervention efforts. Kinvolved enlisted a Capstone team to develop a performance measurement and management (PMM) system that will provide better measurement of impact and improve decision-making in the organization. The PMM system includes key performance indicators developed under a balanced scorecard design. The team created this system using knowledge gained through literature review, stakeholder interviews, and the construction of a new logic model.

Since 1967, Legal Services New York City (LSNYC) has fought poverty and injustice by providing expert legal advice to low-income residents of NYC. Currently, LSNYC has more than 50 offices spread across all five boroughs and serves over 60,000 New Yorkers annually. LSNYC requested a Capstone team to develop and implement a tool to measure client satisfaction with both the organization’s intake process and its overall services. The team created two survey forms, drawing on existing research related to patient satisfaction in healthcare and surveys used by other legal services organizations. The team then carried out a pilot implementation of both forms. The final report includes findings from this data collection, a process for ongoing data collection and analysis, and recommendations to improve the customer experience going forward.
Montclair Cooperative School
EVALUATION OF EFFECTIVE STUDENT RECRUITMENT AND RETENTION STRATEGIES

CAPSTONE TEAM:
Christina Brennan
Laura Patterson
Ashley Shedrick-Owens
Kate Walsh
Ruo Zhang

FACULTY: Sara Grant

The Montclair Cooperative School (Co-Op) is a cooperative school founded in 1963. Since its founding, the Co-Op has expanded to include nursery through eighth grade and can currently accommodate just under 200 students. The Co-Op requested a Capstone team to create a marketing strategy that will increase enrollment figures by retaining those families that already exhibited some level of engagement with the school. In addition to reviewing best practices and industry research, the team interviewed key members of the Co-Op community, conducted several focus groups, developed surveys, and conducted an environmental scan and a SWOT analysis. Based on key findings from this research and analysis, the team proposed a strategy designed to improve retention along select points of the admissions pipeline. The team’s strategy included messaging and recommendations that were actionable, cost-effective, and in harmony with the Co-Op's mission and identity.

National Federation of Community Development Credit Unions
UTILIZING BIG DATA IN THE CREDIT UNION INDUSTRY

CAPSTONE TEAM:
Meghan Haenn
Wenyuan Liu
Tianjiao Wang
Arvella Wynter
Mingda Zhao

FACULTY: Geoffrey Davenport

The National Federation of Community Development Credit Unions helps low- and moderate-income individuals achieve financial independence by organizing, supporting, and investing in credit unions that serve underserved communities. The Federation’s members provide financial services to over 4 million customers and hold $32.5 billion in assets. Yet, while the corporate banking industry has been using data analytics for years to generate better customer insights, prevent fraud, and reduce customer attrition, the credit union industry has lagged behind. The Capstone team was tasked with identifying why credit unions have hesitated or struggled to implement smaller-scale data analysis initiatives which could
improve the financial health of both their member institutions and the clients they serve. The team designed a needs assessment survey, identifying key insights to guide the Federation and their members in developing data analytics capacity. Additionally, by conducting informational interviews with industry experts and performing a literature review, the team identified a clear business case for implementing data analytics at credit unions, using strategies appropriate for the level of resources within each individual organization.

NEW YORK ACADEMY OF MEDICINE
MAKING THE CASE FOR NEW YORK CITY’S AGE-FRIENDLY LOCAL BUSINESS INITIATIVE

Over the last few years, the New York Academy of Medicine (NYAM) has seen how store layout and indifferent service can make older New Yorkers feel marginalized and discourage them from shopping independently. Given the projected growth of the older consumer base, businesses need to engage with this population in order to remain competitive. Recognizing this, the Age-Friendly New York City Commission created the Age-Friendly Local Business Initiative (AFLBI) to help businesses address the needs of older New Yorkers. NYAM requested a Capstone team to help make the business case for joining the AFLBI. The team created a survey tool, then conducted surveys, focus groups, and key stakeholder interviews—including with local businesses—to explore the shopping habits of the aging population of New York City. Data collection took place in a variety of settings, including neighborhood events, public libraries, and senior centers. Analyzing the collected data, the team developed a fact sheet for small business owners outlining the business case for meeting the needs of seniors.

CAPSTONE TEAM:
Annis Benn
Anna Mancusi
Lauren Ottulich
Sean Robinson
Joshua Schaier

FACULTY:
Thehbia Hiwot Walters
The Center for the History of Medicine and Public Health (CHM), part of the New York Academy of Medicine (NYAM), was established in 2012. With more than 550,000 volumes, CHM is one of the largest medical library collections in the United States. It holds the NYAM library, a rare book reading room, and a book conservation laboratory. CHM’s activities, all supported financially by NYAM, include serving library patrons; maintaining the rare book collection; convening professional meetings; and providing tours, workshops, and seminars for the public. CHM is interested in generating significant and sustainable revenue streams by broadening the audience for its public programming. The organization engaged a Capstone team to help analyze and propose recommendations for revenue-generating strategies.

The NYC Office of Vital Records (OVR), within the New York City Department of Health, is responsible for issuing all NYC birth and death certificates, processing approximately 650,000 paid certificates each year. OVR strives to be the most efficient of the 57 vital records jurisdictions in the United States and its territories. The Capstone team was engaged to assist in achieving this goal by completing a comprehensive cost analysis encompassing OVR’s costs, as well as the indirect costs incurred by departments supporting its operations. Through interviews with senior management, the team gained a thorough understanding of the process for issuing certificates and collected data to produce a detailed cost analysis. The resulting cost model will be used to identify OVR’s current cost structure and evaluate existing certificate fees.
NEW YORK CITY DEPARTMENT OF SMALL BUSINESS SERVICES
SUPPORTING NEW YORK CITY’S IMMIGRANT JOB SEEKERS

CAPSTONE TEAM:
Jaewon Chung
Jimmy Kaiser
Marilla Li
Adina Poupko
Caroline Senatore

FACULTY:
Thehbia Hiwot Walters

The New York City Department of Small Business Services (SBS) seeks to ensure that every entrepreneur and jobseeker in NYC has the resources needed to succeed and thrive. Workforce1, a key service of SBS, prepares and connects qualified candidates to job opportunities through a network of career centers located in all five boroughs. SBS enlisted the Capstone team to investigate the needs of NYC immigrant job seekers, and characteristics of the immigrant population currently accessing Workforce1 services. As part of a needs assessment, the Capstone team conducted site visits, interviewed SBS staff, and surveyed Workforce1 immigrant clients. The team produced a report of findings and best practices for SBS, which included a directory of key organizations serving the immigrant population. The team also conducted a teach-in to share report findings with key Workforce1 staff.

NEW YORK CITY HUMAN RESOURCES ADMINISTRATION
ESTABLISHING AN EVALUATION TOOL FOR THE COMMUNITY SUPPORT FOR WORK COMPONENT OF JOBS-PLUS

CAPSTONE TEAM:
Max Feld
Allison Kroner
Alexa Neibart
Raquel Vazquez
Sherese Ward

FACULTY:
Thehbia Hiwot Walters

New York City public housing residents experience high levels of poverty and unemployment. Administered by NYC’s Human Resources Administration (HRA), Jobs-Plus is a place-based employment program designed to tackle this issue. Jobs-Plus offers job training, increases awareness of financial incentives, and utilizes Community Support for Work (CSW) strategies. CSW supports job preparation and retention for Jobs-Plus participants with activities beyond standard workforce development programming, including strengthening the social ties among public housing residents and connecting residents to other community stakeholders. HRA engaged a Capstone team to help measure CSW’s effectiveness. The team examined best practices, conducted site visits, and interviewed
stakeholders, all of which informed a newly developed tool to help HRA evaluate CSW’s effectiveness in advancing the goals of the Jobs-Plus Program.

NEW YORK STATE OFFICE FOR THE PREVENTION OF DOMESTIC VIOLENCE
EVALUATION OF OFFICER-INVOLVED DOMESTIC VIOLENCE POLICY AND IMPLEMENTATION

CAPSTONE TEAM:
Benjamin Brown
Ella Cho
Yichen He
Annie McWilliams
Vikram Sinha

FACULTY:
Michelle Yanche

New York State does not currently have a mandatory statewide policy for Officer-Involved Domestic Violence (OIDV). A strong domestic violence policy holds all domestic violence offenders accountable for their abusive behaviors, while prioritizing the safety and rights of all domestic violence victims, regardless of profession, place of employment, or specialized training of either party. The lack of a mandatory statewide OIDV policy may not only reduce the community’s trust in law enforcement, but it can also decrease the integrity of the profession—both of which can decrease police productivity and jeopardize public safety. The Capstone team was tasked with surveying police departments across New York State to determine if any policies have been implemented on a department level, and to what degree, while simultaneously researching OIDV policy implementation nationwide. The New York State Office for the Prevention of Domestic Violence hopes to use these findings to improve policy implementation, while ultimately influencing statewide policy changes on the matter.

NPOWER
SOCIAL VALUE AND IMPACT MEASUREMENT

CAPSTONE TEAM:
Afua Boampong
Kate Crisalli
Xin Feng
Jessica Lee
Diana Andrade O’Neal

FACULTY:
George Sweeting

Founded in New York City in 2001, NPower is a nonprofit organization aimed at mobilizing the tech community to provide individuals, nonprofits, and schools with access and opportunity to build tech skills and achieve their potential. One of NPower’s signature programs, the Community Corps, is a skills-based volunteering program, connecting technology professionals with high-impact nonprofits and innovative education part-
ners. With the help of a Capstone team, NPower attempted to quantify the social value and impact of the Community Corps’ work. The team reviewed existing literature, interviewed NPower’s key staff and stakeholders, conducted competitor analysis, and investigated NPower’s data collection and processes. Based on its findings, the team made recommendations to improve NPower’s methods of impact measurement.

OFFICE OF THE MANHATTAN BOROUGH PRESIDENT & MANHATTAN SOLID WASTE ADVISORY BOARD
ASSESSMENT OF FOOD WASTE DISPOSAL IN NEW YORK CITY

CAPSTONE TEAM:
Qili Ding
Soo Youn Kim
Katherine Krehbiel
Janakiraman Padmapriya

FACULTY:
Karen Schlain

Food waste accounts for 31 percent of total NYC waste. Currently, food waste is collected by trucks and transported to landfills. Given land shortages, and the adverse environmental effects of landfills, the Office of the Manhattan Borough President (MBPO) is considering in-sink food waste disposers (FWD) as an alternative. This is a relatively new idea in NYC; therefore, the potential response to such a change is poorly understood. MBPO requested a Capstone team to investigate challenges to introducing in-sink FWD to NYC multi-family residences. After conducting an extensive literature review and stakeholder interviews, the group presented a feasibility report describing the political, financial, and social impact of introducing in-sink FWD.

THE OPPORTUNITY NETWORK
EVALUATION OF OUTCOME MEASUREMENT TOOLS FOR COLLEGE AND CAREER READINESS CURRICULUM

CAPSTONE TEAM:
Casie Addison
Sara Alwan
Joseph Eastman
Aishwarya Kumar
Jonathan Lewis

FACULTY:
Michelle Yanche

Over the last decade, The Opportunity Network (OppNet) has successfully driven post-secondary success and employability for low-income public school students. Their curriculum has four components that maximize outcomes for college graduation and career success: College Guidance, Transition, and Success; Career Exposure and Awareness; Professional Etiquette; and Networks and Social Capital. OppNet has be-
gun to expand their reach by offering this curriculum to other organizations seeking to integrate these elements into their programs. OppNet tasked the Capstone team with evaluating the measurement of direct outcomes from their curriculum at partner sites. The organization requested a review of measurement tools used by partners, which provided feedback on the implementation of OppNet’s curriculum, as well as a review of data collection strategies. The final product for OppNet included a SWOT analysis of current measurement strategies and, based on best practices in the field, recommendations for improvements to their outcome measurement system.

**PARTNERSHIP FOR PARKS**
**MEASURING SOCIAL CAPITAL FOR PARK REVITALIZATION**

**CAPSTONE TEAM:**
Andrew Bavelock
Elizabeth Gillroy
Sarah Mallory
Lindsay Spangler

**FACULTY:** Lisa Gulick

Catalyst is the signature project of Partnerships for Parks, a public-private program that supports a network of leaders advocating for neighborhood parks and green spaces. The Catalyst program brings local partners together to improve underserved parks, reinvigorate public spaces, and achieve long-term community change. The Catalyst program enlisted a Capstone team to design and implement a system to measure the social capital activated by such volunteer efforts and better document the contributions of community partners. The team researched literature on social capital and assessed input provided by the community partners that aided the turnaround of Soundview Park, Catalyst’s most successful project. Based on its research and analysis, the team developed a series of metrics and best practices for measuring the contributions of Catalyst partners.

**RESILIENCE ADVOCACY PROJECT**
**IMPACTING YOUTH EMPOWERMENT**

**CAPSTONE TEAM:**
Aaron Ganas
Elena Garofalo
Alvin Irby
Rosa Valdes

**FACULTY:** Merle McGee

The Resilience Advocacy Project (RAP) is a nonprofit organization that uses community impact projects and innovative leadership programs to empower New York City youth to become leaders in the fight against poverty. Although performance measurement and management plays an increasingly signif-
icant role in the public sector (i.e. philanthropic decisions, organizational accountability), many nonprofits struggle to measure the impact of their programs. RAP asked the Capstone team to identify appropriate outcome measures for its YouthLEAP program. To do this, the team developed an effective data collection and management system to track and communicate the organization’s progress toward its mission. The team also conducted a literature review, an environmental scan, program observations, and stakeholder interviews. Based on the team’s analysis, recommendation tools were developed to assist RAP in assessing the effectiveness of its YouthLEAP program.

SEMBRANDOPAZ
IMPLEMENTING AN INTERNATIONAL STANDARD FINANCIAL ACCOUNTING SYSTEM

CAPSTONE TEAM:
Alexandra Carlino
Kelsey Natasha Liddy
Stephen Edward Stephanou
Haoyue Zhang

FACULTY:
Geoffrey Davenport

Sembrandopaz is a Colombian nonprofit dedicated to facilitating a culture of peace among grassroots organizations, with the goal of supporting integral and sustainable human development processes in the Caribbean region of Colombia. Sembrandopaz requested a Capstone team to help update an outdated financial accounting system that did not adhere to international accounting standards—a requisite to attract global funding. The Capstone team implemented robust financial management procedures, assessed Sembrandopaz’s financial software needs, and identified a suitable financial software platform. In addition, the team researched best practices and standardized Sembrandopaz’s financial management policies and procedures.

STATE OF CONNECTICUT OFFICE OF POLICY AND MANAGEMENT
ALTERNATIVE FINANCING FOR CONNECTICUT’S TRANSPORTATION FUND

CAPSTONE TEAM:
Monica Guerra
Christopher Pellegrino
Jimmy Tang

FACULTY: Karen Schlain

The State of Connecticut Office of Policy and Management (OPM) is the Governor’s staff agency responsible for formulating and implementing public policy, including the preparation of the Governor’s budget proposal for the State. One of
Students for Service’s (SFS) Teens for Food Justice is a NYC-based program that brings together teen volunteers to build and manage hydroponic farms that grow food for families in underserved, food-desert communities. In 2013, SFS launched this program at the New Beginnings Charter School (NBCS) in Bedford-Stuyvesant, Brooklyn, and intends to expand in coming years to other schools across NYC. The Capstone team piloted surveys to teen volunteers, students at NBCS, and families who attend community events to collect data that will inform program development and delivery. The team also created a set of survey tools, analyzed survey results, and conducted an environmental scan to assess how similar organizations are evaluating their work. The team’s final report outlined recommendations for how SFS can regularly collect data to inform their program planning and decision making.

Governor Malloy’s main policy priorities, managed by OPM in 2015, is to improve transportation and infrastructure, beginning with the long-term solvency of the Special Transportation Fund (STF). Connecticut has an underfunded and aging transportation infrastructure that is in desperate need of repair. The STF, which finances the State’s transportation activities, anticipates decreased revenues in coming years. The Capstone team researched transportation financing utilized in other states, analyzed the financial condition of the Fund, and created a model of revenue projections for the Fund, illustrating various policy scenarios for the State to consider as tools for increasing revenues and maintaining the Fund’s solvency. OPM intends to use the report to inform and guide the Governor’s vision on transportation policy.
The Time In Children’s Arts Initiative is an art-centric educational program designed to improve children’s intellectual, aesthetic, and social-emotional capacity. Each week, Time In brings children from some of the city’s most under-resourced public schools to either Time In’s Chelsea art studio, or one of the city’s art museums and galleries. Time In requested a Capstone team to examine its practices and help communicate to potential funders, educators, and the public what distinguishes the program from other arts-based activities. The team conducted a literature review of research on early childhood cognitive development, aesthetic growth, and social-emotional learning to identify metrics that can be used to evaluate Time In’s outcomes. These metrics were then adapted for use in a survey to teachers, staff, and parents, the results of which will allow Time In staff to identify their successes and challenges more effectively.

Words without Borders (WWB), an organization dedicated to enhancing cultural understanding by promoting translations of international literature, is looking for ways to expand its reach and engage more readers. Through preliminary research on WWB’s organizational trends, stakeholder groups, and competitive landscape, the Capstone team gained a greater understanding of user preferences among current and prospective readers. The team also facilitated focus groups with WWB board members and key stakeholders, and distributed surveys to relevant stakeholder groups (e.g., authors, translators, publishers, donors, students, leisure readers). Final deliverables consisted of a comprehensive stakeholder survey and recommendations designed to increase the number of returning readers, enhance user experiences, and inform the organization’s future growth strategy.
AdvantageCare Physicians (ACP) is a multi-specialty physician practice group delivering comprehensive, community-based care in convenient locations throughout the New York City metropolitan area. ACP is considering urgent care centers (UCCs) as a possible new service line, and requested a Capstone team to develop a comprehensive business plan. Development of the business plan included a literature review evaluating national trends, best practices and their impact on the New York City market, and preparing a heat map of local UCCs. The team also reviewed the scope of urgent care services currently offered at ACP and conducted patient surveys at key ACP locations. A thorough analysis was then performed to gain a better understanding of the potential for UCCs to improve access to healthcare and lower costs. Based on its findings, the team prepared a report advising recommendations for the implementation of a UCC.

CAMBA Gardens I is a supportive and affordable housing residence located on the campus of Kings County Hospital. It is comprised of 209 units, of which 146 units are occupied by formerly homeless individuals and their families. CAMBA Gardens is the first supportive housing residence in the nation to be co-located within a large public hospital. CAMBA Gardens II is currently under construction and will add an additional 293 supportive and residential units. The Capstone team was asked to evaluate the effects of health care utilization, residents' be-
behavior, and overall housing stability. The team interviewed staff at various levels of the organization to determine how CAMBA defined success. The team then designed and administered a survey to 70 supportive housing residents and completed two focus groups. The team’s findings and recommendations will help CAMBA design programming for the new units.

GOD’S LOVE WE DELIVER
IDENTIFYING GROWTH POTENTIAL AND SERVICE GAPS FOR NEW YORK CITY AREA FOOD AND NUTRITION SERVICES

CAPSTONE TEAM:
Karina Melkonyan
Luke Melone
Jessica Nagro
Sarah Sullivan

FACULTY:
Joan Montbach

God’s Love We Deliver, a NYC-based, nonsectarian food and nutrition services nonprofit, is experiencing rapid growth. The organization is considering expanding existing services to new counties and new primary diagnoses, while looking to close gaps in current service areas. At the same time, state Medicaid policy has changed to offer reimbursements for food and nutrition services to certain populations, providing opportunities for further expansion. The Capstone team provided a quantitative estimate of God’s Love’s current gaps and potential growth from two perspectives: healthcare public financing reform and epidemiological trends. The team’s estimates provided a detailed synthesis of publicly available population data by disease category, county, and policy target populations, as well as forecasted growth for each. These numbers will enable God’s Love to leverage its expanded capacity and achieve greater effectiveness.

HEALTHFIRST
ADAPTING HEALTHFIRST’S RISK MODEL TO THE SMALL GROUP EXCHANGE

CAPSTONE TEAM:
Alexandra Freund
Prianka Kumar
Golnessa Mojtahedi
Topaz Murray
Daniel Shulkin
Demi Wu

FACULTY:
Amy Goldman

Healthfirst, a managed care plan in the New York City metropolitan area, has historically offered only full-risk insurance coverage for government-payer managed care products. Healthfirst now wishes to modify and adapt its existing model for use as a commercial product, which will be offered on the small business marketplace of the New York State of Health. The Capstone team was asked to help develop the business model for this product. The project consisted
JAMAICA HOSPITAL MEDICAL CENTER
COST-BENEFIT ASSOCIATED WITH IMPLEMENTING A FIVE-TIER CARE MANAGEMENT PROGRAM

CAPSTONE TEAM:
Melissa Hilaire
Joane Luma
Yuko Oku
Emmanuel Osei-Manu
Nia Washington

FACULTY:
Amy Goldman

Jamaica Hospital, part of MediSys Health Network, is engaged in a shared savings program in which providers share the savings generated by managing care appropriately, as determined by pre-set quality benchmarks. Jamaica Hospital sought to evaluate the cost-benefits of implementing interventions to reduce unnecessary hospital and emergency department utilization. Jamaica Hospital asked the Capstone team to assess cost-effectiveness for the different levels of intervention and estimate a break-even quantity for each intervention’s implementation. The team conducted a literature review to examine utilization interventions with patient populations similar to that of Jamaica Hospital. The team also identified trends in utilization, acuity, and demographics and recommended other possible interventions using that analysis. Lastly, the team built cost-benefit and break-even models to demonstrate the cost-benefits associated with implementing each proposed level of intervention.
The Department of Orthopedic Surgery at Montefiore Medical Center has been providing comprehensive care of all orthopedic and musculoskeletal conditions for over 50 years. More than 128,000 patients visit the center annually for its expertise in orthopedics, as well as sports medicine and oncology. A Capstone team was requested to establish current market position for Montefiore’s sports medicine program and determine the business model required to become the dominant provider of sports medicine services in the South Bronx and lower Westchester market. The Capstone team identified internal and external stakeholders, conducted a thorough literature review, and carried out process and data analyses. Based on a SWOT analysis, the team provided a list of recommendations for a sustainable business model related to short-term and long-term opportunities.

Naturally Occurring Retirement Communities (NORCs), a major trend in the current healthcare environment, have challenged Mount Sinai Health System (MSHS) to enhance its focus on the continuum of care in these communities and improve the delivery of patient care services outside the inpatient arena. The Capstone team worked with NORCs in New York to identify the specific health care needs and utilization patterns of their residents. Interviews and surveys were conducted with NORC directors and ancillary medical staff to understand existing relationships with MSHS and how transfer of care can be improved. The team also analyzed a comprehensive dataset to identify the geographic areas that are top utilizers of the MSHS health network. This allowed the team to target population health in those communities more effectively. MSHS will incorporate the team’s findings in its plans to expand health care services and improve the continuum of care for NORC residents.
NEW YORK CITY DEPARTMENT OF
HEALTH AND MENTAL HYGIENE, OFFICE OF
EMERGENCY PREPAREDNESS AND RESPONSE
DEVELOPING AN AT-RISK SELF-ASSESSMENT FOR NEW YORK CITY’S
GREATEST HAZARDS

CAPSTONE TEAM:
Melody Cherny
Sapana Kanojia
Isaac Kastenbaum
Adriana Meza

FACULTY:
Joan Montbach

The NYC Department of Health and Mental Hygiene (DOHMH) is one of the oldest departments of health in the U.S., employing more than 5,000 staff and supporting NYC’s diverse population of 8 million residents. DOHMH has established a comprehensive framework for identifying vulnerable populations; however, informing the public of factors that may increase their vulnerability to specific hazards remains a major challenge. The Capstone team developed an “At-Risk Self-Assessment” tool that allows residents to self-identify specific vulnerabilities and receive tailored feedback based on data that users input. In designing the tool, the team reviewed DOHMH vulnerability analyses, emergency preparedness surveys, and available preparedness content. The team also consulted NYU faculty with backgrounds in emergency preparedness to construct a self-assessment survey of personal risks (e.g., functional impairment) and an algorithm that provides a single, simple report with guidance on preparedness and hazard response.

NEW YORK-PRESBYTERIAN HOSPITAL
EVALUATION OF DISCHARGE ENVELOPES

CAPSTONE TEAM:
Robert Durany
Indira Maharaj-Jain
Lauren Paletti
LeeAnne Paulenoff
Lauren Soneria

FACULTY:
John Donnellan

New York-Presbyterian Hospital (NYP) facilities currently distribute “Welcome Packets” with maps, hospital and neighborhood information, and a discharge collection envelope to organize patients’ paperwork. Using the Hospital Consumer Assessment of Healthcare Providers and System Survey, NYP conducted an assessment of patient satisfaction with the discharge portion of the packet. In response to less than desirable scores, NYP requested a Capstone team to analyze the packet delivery process and develop recommendations to improve patient satisfaction. The team surveyed and mon-
monitored the distribution and completion of these packets in 10-15 of NYP’s 41 in-patient departments. After analyzing the data, the team developed a new implementation strategy to collect, distribute, and monitor patients’ discharge information in a clear and comprehensive way.

NYU LANGONE MEDICAL CENTER
OPTIMIZING FRONT-END PROCESSES: IMPROVING PATIENT EXPERIENCE IN AMBULATORY CARE

CAPSTONE TEAM:
Fariha Ahsan
Andrew Chi
Darcie Goodman
Lucas Resende-Salgado
Hersh Shroff

FACULTY:
John Donnellan

The NYU Langone Faculty Group Practice (FGP) provides ambulatory care through more than 140 different practices. Due to practice acquisitions and recent technological upgrades, FGP has made patient experience a top priority. FGP requested that the Capstone team evaluate front-end office administrative processes (e.g., scheduling appointments, registration) to improve both consistency and efficiency across practices. The team performed several site visits to understand current workflows, analyze patient satisfaction surveys, and examine administrative metrics to identify opportunities for the improvement and standardization of best practices at FGP.

NYU SCHOOL OF MEDICINE
GROWTH STRATEGY FOR THE INSTITUTE FOR INNOVATIONS IN MEDICAL EDUCATION

CAPSTONE TEAM:
Christina Blanco
Angel Chen
Anisha Chikarmane
Stephanie Chrispin
Lulu Hou

FACULTY:
Sarah Gurwitz

In response to changes affecting the fields of technology, higher education, and healthcare, The New York University School of Medicine (NYUSOM) established the Institute for Innovations in Medical Education (IIME) in November 2013. IIME strives to foster excellence in medical education by pursuing innovative models for teaching, learning, and assessment. Given the Institute’s novel ambitions, its leadership has had some difficulty defining the methods by which to pursue its goals and mission. To address this challenge, IIME charged a Capstone team with developing its growth strategy. The team conducted a literature review, an environmental scan, internal and external interviews, and a SWOT analysis. The
The Office of Patient Care Services (PCS) within the Department of Veterans Affairs receives an enormous number of high-priority, deadline-sensitive electronic correspondence from Congress, the White House, the media, and veterans. PCS receives 200-500 emails per day and must achieve rapid turnaround to process these requests. As a result, PCS is experiencing an overwhelming volume of incoming correspondence, unregulated workflow, and information overload.

The Capstone team was tasked with analyzing their current process and level of performance. By conducting internal interviews and developing and evaluating questionnaires, the team collected information and provided recommendations to improve the overall process. Based on their findings, the Capstone team, while measuring for quality assurance, piloted their customized tracking mechanism to enhance the department’s response rate.
The China Center for Urban Development (CCUD) is a public institution of the National Development and Reform Commission (NDRC). Since 1998, CCUD has provided guidance for 711 pilot cities under NDRC's program to address major issues such as urbanization and urban development in China. In September 2012, Shanghai's municipal government officially announced its intention to establish and implement special mechanisms and policies to encourage development of the port city of Lingang, a sub-city within Shanghai. On behalf of the municipality of Shanghai, CCUD is crafting strategies and action plans to help drive Lingang's growth within the framework of urban development as prescribed in China's 11th and 12th five-year plans. In light of this effort, CCUD requested a Capstone team to conduct comparative research between Lingang and other international cities to determine common trends and best practices of urban sustainability, infrastructure, and environmental protection. Based on their findings, the team recommended models that embrace sustainable and balanced interactions between industry, nature, and social well-being in Lingang.
The City of Mount Vernon is an inner-ring suburb of New York City located approximately 13 miles north of Midtown Manhattan. Like many urban areas across the country, Mount Vernon is confronting a range of challenges to its economy and quality of life. At the same time, its urban fabric—concentrated around the Mount Vernon East Metro North train station—and high population density make it a compelling environment for new transit-oriented development (TOD). Despite Mount Vernon’s strengths, current zoning around the train station prohibits higher-density development, thus stifling revitalization. The Capstone team identified key issues and challenges that have impeded new investment around the Mount Vernon East train station, and crafted targeted recommendations to promote TOD. These recommendations will establish a framework for reactivating underutilized land with new mixed-use infill development, pedestrian friendly streets, and an enhanced public realm. Smart growth practices that have proven successful in revitalizing similar urban areas also informed the team’s plan.

Enterprise Community Partners

Enterprise Community Partners (ECP) is a leading provider of development capital and capacity building for entities seeking to create affordable homes and rebuild communities. ECP’s products and services include: tax credit equity and asset management, short- and long-term financing, and technical assistance and training. The Capstone team assisted ECP through the creation of a “Year 15 Toolkit.” The toolkit assists building owners with restructuring capital associated with the end of the investment term for Low-Income Housing Tax Credit equity. ECP requested that the Capstone team
create this guide, as well as provide policy recommendations, to increase the effectiveness of the “Year 15” process. By addressing “Year 15” issues, ECP hopes to support the preservation of existing affordable housing units, a key piece of Mayor de Blasio’s plan to create or preserve 200,000 affordable homes in the next 10 years.

LAVASA CORPORATION LIMITED
DASVE MOBILITY PLAN - LAVASA TRANSIT MANAGEMENT ASSESSMENT

CAPSTONE TEAM:
Jad Andari
Maria Carmen Landa
Sana Riaz
Rupert Verano

FACULTY:
Ana Marie Argilagos
Robin Ried

Hindustan Construction Company (HCC) is one of India’s largest infrastructure development companies, responsible for the construction of bridges, dams, road networks, and power plants. Expanding on its infrastructure development practice, HCC is currently constructing Lavasa - a privately planned and operated hill city in the state of Maharashtra. Lavasa is being planned according to the principles of New Urbanism, which promote walkable and inclusive cities. This hill city is expected to receive a large amount of visitors every year, adding pressures to the existing road network and creating traffic congestion. In order to respond to the needs of the growing number of residents and visitors, Lavasa's planners engaged a Capstone team to evaluate its transportation challenges, recommend strategies to enhance pedestrian mobility, and better manage vehicular traffic. To accomplish this task, the team interviewed Lavasa town planners and administrators, surveyed the area, and reviewed best practices around the world in mobility and transportation management. The team’s final report outlined recommendations to streamline mobility and integrate smart technology in Lavasa’s transit management.
NEW YORK CITY DEPARTMENT OF TRANSPORTATION
FREIGHT TRANSPORTATION IN A TRANSFORMATIVE URBAN LANDSCAPE

CAPSTONE TEAM:
Cary Fukui
Lilian Gordon-Koven
Gehad Hadidi
Emily Rhodes
Lesley Snyder

FACULTY:
Steven Jacobs

The New York City Department of Transportation (NYCDOT) Freight Mobility Department is seeking to ensure efficient and frictionless freight delivery throughout the five boroughs. In the face of increasing residential pressure and national freight trends—which favor highway and suburban transit—the NYCDOT is operating in a challenging environment. The Capstone team identified leading practices in comparable cities, like London, that have the potential to solve challenges facing the industrial area of Brooklyn’s East Williamsburg neighborhood. The team also concentrated on conflict-mitigation techniques that can ease tension between existing industrial use and a growing residential population.

REGIONAL PLAN ASSOCIATION
URBAN SOLUTIONS TO REDUCING CARBON EMISSIONS THROUGH SOLID WASTE DISPOSAL

CAPSTONE TEAM:
Maha Al-Dhaheri
Alissa Gordon
Natalia Hidalgo
James Leyba

FACULTY:
Ana Marie Argilagos
Robin Ried

The Regional Plan Association (RPA), in partnership with the World Bank Institute, has initiated the Metropolitan Strategic Planning Lab (MetroLab), a platform for cities across the world to share challenges and solutions to metropolitan planning and management. With the emergence of climate change as the central theme in the upcoming MetroLab conference, the Capstone team was engaged to research the current and impending effects of climate change on global cities. As RPA is completing its Fourth Regional Plan for the New York metropolitan region, solid waste disposal was identified as an important yet overlooked problem in regional planning. The team researched innovative and more effective solid waste disposal methods and policies. Based on comparative research of leading practices from cities around the world, the team delivered a didactic report on innovative, implementable municipal solid waste disposal strategies to be applied to regional planning practices worldwide.
SUSTAINABLE LONG ISLAND & THE CITY OF LONG BEACH
INTEGRATED TRANSPORTATION PLAN FOR THE CITY OF LONG BEACH, NEW YORK

CAPSTONE TEAM:
Tallant Burley
Ian Hartz
Kevin McNamara
Mariana Oliver

FACULTY:
Steven Jacobs

Sustainable Long Island (SLI) is a nonprofit organization dedicated to providing economic development, environmental health, and social equity throughout Long Island. SLI has been working with the City of Long Beach to rebuild infrastructure and provide services in a more resilient manner. SLI has identified transportation as an opportunity to better connect locals and visitors to Long Beach. The Capstone team researched and reviewed best practices in multi-modal transportation, parking, transportation infrastructure (including buses and biking), and wayfinding. The team also conducted a preliminary parking inventory of existing parking lots and garages in the City of Long Beach and developed a survey to assess the quality of the bus system. Based on its observations and analysis, the team's final report included recommendations for improving existing transportation infrastructure in the City, including the biking system, and implementation of a Complete Streets program.
**ASOCIACIÓN DESARROLLO DE LA EDUCACIÓN Y LA SALUD**

DEVELOPMENT OF AN OPERATIONAL STRATEGY AND HUMAN RESOURCES SYSTEM

**CAPSTONE TEAM:**
Daniel Jensen  
Kristin Montella  
Jacqueline Rudas

**FACULTY:**
Giuliano Bosi

Asociación Desarrollo de la Educación y la Salud (ADESA) is a nonprofit organization focused on promoting education and health in marginalized areas throughout Lima, Peru. As it seeks to promote professionalism within its organization, ADESA enlisted a Capstone team to investigate its challenges with improving internal communication and designing an efficient system for human resources management. The Capstone team’s approach combined a literature review with interviews, surveys, strategic planning meetings, and team-building workshops at ADESA’s operational sites. Having identified recurring themes and trends in the data, the team presented its preliminary findings, along with recommendations, to ADESA’s staff. The team also designed internal communication and performance measurement systems and a strategic plan for implementation. In addition, an organizational manual was developed, complete with an organizational chart, job descriptions, hiring and disciplinary procedures, and other human resources policies.

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**CATHOLIC MEDICAL MISSION BOARD**

LAYING THE FOUNDATION FOR A COLLECTIVE IMPACT APPROACH TO SAVE MOTHERS’ AND CHILDREN’S LIVES

**CAPSTONE TEAM:**
Esther Azasi  
Angela Lorena Coral

**FACULTY:**
John Gershman

Beginning in 1912, Catholic Medical Mission Board (CMMB), a faith-based organization, has supported global health care initiatives for the world’s poor by building healthy, sustainable communities through partnerships and community engage-
ment. As part of CMMB’s commitment to saving the lives of children and mothers throughout Africa, Latin America, and the Caribbean, the organization recently launched the Children And Mothers Partnerships (CHAMPS) program. CHAMPS brings national structures, communities, providers, and materials together to provide necessary clinical healthcare services for mothers and children. In order to create CHAMPS, CMMB adopted a collective impact approach, bringing together key partners and community stakeholders. The Capstone team was engaged to conduct a literature review on collective impact best practices, and to provide guidelines for the development of a revised global monitoring and evaluation (M&E) framework. Through research and interviews with project staff, the Capstone team offered recommendations for maximizing its collective impact approach, and strengthening its M&E framework to assess fulfillment of programmatic impact.

CENTER FOR INTERNATIONAL DEVELOPMENT AT SUNY ALBANY
CITIZEN PARTICIPATION IN PLANNING AND BUDGETING IN THE NEWLY-DEVOLVED KENYAN COUNTIES

CAPSTONE TEAM:
Eleanor Berens
Caroline Mwaniki
Lornah Wahome

FACULTY:
Giuliano Bosi
Paul Smoke

The Agile Harmonized Assistance for Devolved Institutions (AHADI) is a USAID-funded program in Kenya designed to strengthen and enable local governments to implement the mandates of devolution as highlighted in the 2010 Constitution of Kenya. Citizen engagement and participatory budgeting lie at the heart of AHADI’s work and the Center for International Development (CID), the program’s implementing agency, requested a Capstone team to conduct a comparative study of different mechanisms used around the world to promote citizen engagement in public expenditure management. Through literature reviews and the use of case studies, the team analyzed mechanisms of participation that have proven successful in involving citizens in the local planning and budgeting process, as well as systems that have been less effective. The team also provided the organization
with recommendations of successful mechanisms that would be applicable to the Kenyan context and suggestions to guide AHADI with future research and fieldwork.

CHEVRON LIBERIA
CHEVRON LIBERIA'S SOCIAL INVESTMENT PROGRAM

CAPSTONE TEAM:
Erika Boll
Melika Edquist
Amalia Peloso
Elizabeth Petoskey
Qi Song

FACULTY:
Aparna Dalal

Chevron-Liberia Economic Development (C-LED) initiative is the corporate social responsibility arm of Chevron Liberia Limited. A Capstone team was requested to assess C-LED’s first round of social investment from the years 2010-2015. The team produced a case study with an in-depth analysis of the social investment portfolio. The analysis examined the portfolio’s theory and project conception, implementation process, and evaluation and monitoring practices. The case study also provided recommendations for improving the social investment strategy for market entry. To complete the final report, the team conducted extensive desk research; interviews with key staff in Liberia and Houston, TX; stakeholder interviews with 12 partner organizations; and discussions with key Liberian government officials.

CHURCH WORLD SERVICE
MONITORING OF REFUGEE RESETTLEMENT

CAPSTONE TEAM:
Logan Cummings
Michael Jung
Elizabeth Murchison

FACULTY:
Aparna Dalal

As the largest program within Church World Service (CWS), the Immigration and Refugee Program has resettled over 500,000 refugees in its 67-year history. While CWS has a solid history of monitoring and evaluating its network of refugee resettlement offices, its current system is largely limited to tracking compliance with government contracts. CWS enlisted a Capstone team to improve upon its existing monitoring and evaluation tools and design a system that not only measures compliance, but also supports effective program implementation, fosters organizational knowledge sharing, and provides opportunity for stakeholder input. Through targeted user interviews, surveys, and focus groups, the team was able to identify and map stakeholder needs and draft
preliminary recommendations. The team, after shadowing resettlement site monitoring trips in Miami and Phoenix, also made revisions to the monitoring report format and several data gathering and analysis tools. The monitoring staff was trained using the new tools, which were then piloted and revised according to observational lessons.

The European Union Thematic Program on Civil Society Organizations and Local Authorities is part of EuropeAid’s Development Cooperation Instrument (DCI) for 2014-2020. It is being developed to support multi-actor approaches and inclusive partnerships for poverty eradication and sustainable development. The program aims to help Civil Society Organizations (CSOs) and Local Authorities (LAs) respond to population needs, and encourage inclusive policy making at different levels. Program activities encourage CSOs and LAs to interact in innovative ways, thus facilitating local public policy making and better development outcomes. The Capstone team worked with EuropeAid’s Civil Society and Local Authorities Unit to develop a series of sector-specific background papers and case studies. This work provided direction and guidance for EuropeAid programs designed to strengthen decentralization and local governance in the areas of health, education, local economic development, social protection, infrastructure, transportation, agriculture, and food security.
EUROPEAN COMMISSION DIRECTORATE GENERAL FOR DEVELOPMENT AND COOPERATION
DEVELOPING TOOLS AND CASES TO PROMOTE GOVERNANCE AND DEMOCRACY UNDER DECENTRALIZATION

CAPSTONE TEAM:
Wemimo Samson Abbey
Jesus Ballivian
Li Gao
Ani Metreveli

FACULTY: Paul Smoke

The European Union Civil Society Organizations and Local Authorities Thematic Program is being developed for the new cycle of E.U. development cooperation to support multi-actor approaches and inclusive partnerships for poverty eradication and sustainable development. The program aims to help Civil Society Organizations (CSOs) and Local Authorities (LAs) respond to population needs and to encourage inclusive policy making at different levels. Program activities encourage CSOs and LAs to interact in innovative ways, thus facilitating local public policy making and better development outcomes. The Capstone team worked with EuropeAid’s Civil Society and Local Authorities Unit on their efforts to promote governance and democracy under decentralization. The team developed a series of sector-specific background papers and case studies to help provide direction and guidance for EuropeAid’s decentralization and local governance initiatives in the areas of security, public sector management, civil society, state building, and human rights.

THE HUNGER PROJECT
KEY SUCCESS FACTORS OF COMMUNITY-LEVEL SOCIAL ENTERPRISES

CAPSTONE TEAM:
Ricky Graboski
Evan Junchen Pan
Ran Qin
Katelyn Riconda
Haoyan Zhong

FACULTY:
Aparna Dalal

The Hunger Project (THP) works with over 17,000 communities in Africa, South Asia, and Latin America to develop innovative means of poverty and hunger reduction. With a special focus on women’s empowerment and social enterprise, THP aims to effect change in both social and economic aspects of development. Programming in Africa enlists the use of their “Epicenter Strategy,” which bands rural villages together to create self-sustaining projects that target community needs. As more and more programs are tasked with maintaining sustainable development after THP’s departure, a Capstone
team was requested to identify and clearly communicate the key success factors of effective, scalable social enterprises. In order to analyze this issue, the team researched existing social enterprise efforts, completed an in-depth literature review, interviewed THP program staff, and visited Uganda to experience the “Epicenter Strategy” firsthand with the staff and community of three epicenters. Based upon this analysis, a final report was compiled, with case studies on deforestation and sustainability, maize milling, and Uganda’s “Safe Water Enterprise.” The team also included recommendations for program improvement and expansion.

**IMPACT HUB MEXICO CITY**

**IMPACT MEASUREMENT AND EVALUATION**

**CAPSTONE TEAM:**
Christina D’Astolfo
Keely Gerhold
José R Navarrete
Maya Salwen
Rosanna Volchok

**FACULTY:**
Carlos Restrepo

Impact Hub is the largest global community of entrepreneurs and innovators, with over 7,000 members and 55+ collaborative work spaces worldwide. Impact Hub Mexico City is a new space designed to foster community, productivity, and positive impact between entrepreneurs, innovators, and other professionals. Impact Hub Mexico City provides knowledge and community-building through events, workshops, and networking opportunities, with the aim of multiplying the impact of members’ projects individually and collectively. The Capstone team designed qualitative and quantitative tools to assess how the Hub’s staff and services have impacted Hub members. The team traveled to Mexico City to conduct interviews with Hub members and staff in order to collect more robust qualitative data. The team developed recommendations for maximizing Hub member satisfaction, as well as a set of indicators the Hub can use to measure both member satisfaction and impact on members’ organizational growth.
NUKANTI FOUNDATION
PLAYING FOR FREEDOM: STRENGTHENING A SPORTS FOR DEVELOPMENT PROGRAM IN BOGOTÁ

CAPSTONE TEAM:
Camilo Fernández de Soto
Kristen McNeill
Alonso Ortiz Galán
Jennifer Swift

FACULTY:
Carlos Restrepo

With chapters in Brazil, Colombia, Morocco, the U.K., and the U.S., the Nukanti Foundation focuses on identifying creative people working on social problems, and helping them work on a larger scale. In Colombia, one of Nukanti’s largest programs is Playing for Freedom, which runs a capoeira program for children and youth in Ciudad Bolívar and Altos de Cazucá (informal settlements around Bogotá). The Capstone team traveled to Colombia to interview program staff and participants; analyzed their structure and processes; and made recommendations about how to strengthen, expand, and/or replicate the current program. The team’s deliverables included a literature review on comparable sports programs and their impacts, draft measurement tools, and a document outlining critical inputs for the sustainability and replicability of this program.

PCI MEDIA IMPACT
ENTERTAINMENT-EDUCATION PROGRAM ANALYSIS AND SYNTHESIS

CAPSTONE TEAM:
Nana Ama Ampah
Yiwen He
Charity Hung
Natasha Lerner

FACULTY:
Robertson Work

PCI Media Impact (PCIMI) is a nonprofit organization that uses storytelling and creative communications to empower communities worldwide and inspire positive social and environmental change. PCIMI requested a Capstone team to analyze and evaluate three recent environmentally-focused Entertainment-Education (E-E) programs in order to increase its knowledge and develop its evaluation methods and capacity. The team conducted literature reviews using both primary and secondary research to assess the history of E-E, environmental programs, and peer organizations. After using this analysis to determine PCIMI’s impact, the team produced a final report detailing best practices, a marketing strategy, and recommendations for the standardization of organizational monitoring and evaluation.
In 2013, Social Accountability International (SAI), an international NGO dedicated to improving workplaces through social standards, and the Rapid Results Institute (RRI), a nonprofit that implements change management programs in the developing world, jointly launched the Social Fingerprint Rapid Results program. The program is designed to increase worker-manager engagement and address health and safety issues at 19 pilot factories in Sao Paulo, Brazil. SAI and RRI requested a Capstone team to conduct an impact evaluation of the pilot program and create a Monitoring and Evaluation (M&E) plan for the program’s expansion. The team undertook a variety of tasks, including data collection systems for project sites in Turkey and Brazil, fieldwork on-site in Brazil, data analyses and coding, and consultative work to develop an M&E framework that may be replicated at future project sites in new countries.

South African Supplier Diversity Council’s (SASDC) goal is to promote supplier diversity by assisting member corporations in opening up business opportunities to certified Black-owned businesses. However, many corporations are reluctant to set supplier diversity as a priority given the lack of qualitative and quantitative data supporting supplier diversity as a component of economic development. The Capstone team was charged with assessing the socioeconomic impact SASDC has on supplier diversity in South Africa. The team developed a literature review to examine both the South African economic landscape and global supplier diversity best practices. The team conducted and analyzed qualitative research from interviews in the field and quantitative research through surveys distributed...
STG International is a nonprofit organization focused on bringing sustainable energy technologies to communities in the developing world. Through a co-generation platform called “Solar ORC,” STG has built solar technology capable of providing reliable and affordable energy to the public in a cost-efficient way. STG has worked with local, regional, and international partners in Lesotho to develop and pilot the technology with great success. The organization is now looking to expand to other countries, demonstrate the viability of their mini-grid models, and secure capital investment for future expansion.

STG International commissioned a Capstone team to conduct an in-depth market analysis and determine feasible options for expansion. Starting with a dozen countries with strong solar viability and high-electrification needs, the Capstone team researched country stability, regulatory environments, institutional frameworks, market opportunities, and operational landscapes to develop a matrix of priorities, with key indicators for each country. Using this matrix, the team narrowed the list to three countries, then, based on STG’s core capabilities and ease of entry into the new market, identified one country to research in-depth. In the final phase of research, the team conducted interviews, reviewed geospatial data, and gathered in-depth research to produce a comprehensive market analysis for STG’s expansion into Uganda.

STG INTERNATIONAL
SOLAR ENERGY MARKET ANALYSIS - IDENTIFYING OPPORTUNITIES FOR EXPANSION

CAPSTONE TEAM:
Angela Gachui
Ar Rang Jo
Jennifer Kitson
Hsi-Ling Liao
Kasia Orzechowski

FACULTY:
Carlos Restrepo

to SASDC’s clients. The team’s report assessed challenges and business opportunities for supplier diversity in South Africa, analyzed indicators that support the rationale for supplier diversity, and provided recommendations to sustainably integrate under-represented suppliers into supply chains.
SUMOFUS
IMPACT EVALUATION FOR DIGITAL CAMPAIGNING

CAPSTONE TEAM:
Melanie Poole

FACULTY:
John Gershman

Digital campaigning organizations represent a new, potentially transformative, arena of political advocacy. Australia-based SumOfUs is a largely, but not exclusively, digital advocacy movement of consumers, workers, and shareholders working globally to counterbalance the growing power of large corporations. The purpose of the SumOfUs Capstone project was to identify the state of the field in monitoring and evaluating the impact of digital advocacy campaigning, including agenda-setting, policy change, fundraising, and building the capacity of affected communities to speak for themselves. The project entailed interviews with over 25 digital campaigning organizations, political parties, grassroots organizations, and political representatives, all of which led to an understanding of stakeholder perceptions and an identification of leading practices in this field. Key questions and criteria that SumOfUS can use to determine impact at multiple levels were identified, and recommendations were made for how SumOfUs can monitor, evaluate, and learn from its advocacy efforts.

TRANSPARENCY INTERNATIONAL
RISK ANALYSIS FOR LAND SECTOR ANTI-CORRUPTION INTERVENTIONS IN AFRICA

CAPSTONE TEAM:
Sylvie Curci
Luis Diaz-Albertini
Anna Shaw

FACULTY:
Robertson Work

Transparency International (TI), a global movement working through more than 100 chapters worldwide, envisions a world in which government, business, civil society, and the daily lives of people are free of corruption. Worldwide, one in five people report that they have paid a bribe for land services during the last year; in Africa, every other client of land administration services was affected. TI enlisted a Capstone team to create a risk analysis tool for use in planning and implementing its anti-corruption land sector programs. Through a combination of primary and secondary research, the team created a tool and accompanying user guide that incorporate numerous categories of risks and interventions, address differences in political and cultural climates, and consider a wide variety of
stakeholders. The final product incorporated strategies for preventing, reducing, and combating the risks faced by TI national chapters, their colleagues, and the men and women that are fighting for their right to access land.

TRANSPARENCY INTERNATIONAL
ADVANCING GENDER EQUALITY IN SIERRA LEONE’S LAND SECTOR

CAPSTONE TEAM:
Tegan Joseph Mosugu

FACULTY:
Robertson Work

Transparency International (TI) is an international, non-governmental organization devoted to combating corruption. Currently, TI has a national chapter in Sierra Leone and is actively working to assess and mitigate the numerous risks involved in the nation’s land sector. This Capstone project included a literature review designed to understand the adaptive challenge of gender equality and the infringement of women’s rights to access and use land. Using this adaptive framework, recommendations were provided to TI with a set of practical tools to manage their gender empowerment and risk assessment work more effectively.

UNITED NATIONS CAPITAL DEVELOPMENT FUND
LOCAL ECONOMIC DEVELOPMENT

CAPSTONE TEAM:
Amie Didlo
Coumba Fofana
Safia Gulamani
Mengya Zhang

FACULTY:
Giuliano Bosi
Paul Smoke

The United Nations Capital Development Fund (UNCDF) engaged a Capstone team to assist in the evaluation and development of a diagnostic toolbox capable of assessing local economic development (LED) in Least Developed Countries (LDC). The team developed a pilot tool based on its review of existing LED research and the methodology of the MIT Community Economic Toolbox, a mechanism for evaluating county-level economic development in the United States. The team conducted fieldwork in Tanzania to pilot and refine the instrument, collecting quantitative data from the National Bureau of Statistics and qualitative data on both hard and soft infrastructure projects across the country. The team also examined ways of measuring informal sectors, women’s economic empowerment, forward and backward economic linkages, value chains,
Since 2008, the United Nations Capital Development Fund (UNCDF) has supported local economic development initiatives (LED) throughout Tanzania via its Local Finance Initiative (LFI-T). Today, LFI-T is exploring ways to assess the non-financial impact (i.e., social, economic, environmental) of its project portfolio. In doing so, LFI-T hopes to demonstrate transformative impact across bundles of infrastructure projects and attract and mobilize more domestic financial resources. The Capstone team was tasked with recommending relevant, sector-specific impact indicators across four areas: LED, women’s economic empowerment, clean energy, and food security. Identifying appropriate indicators required the team to conduct several site visits of infrastructure projects across Tanzania and work with local experts to develop a nuanced view of how to track non-financial impact effectively. The team’s recommendations will lay the groundwork for impact measurement of the LFI-T’s work and provide a foundation upon which to support future work in the infrastructure bundling process.
UNIVERSITY OF DAR ES SALAAM
GENDER CENTRE
DEVELOPMENT OF A GENDER MAINSTREAMING STRATEGY

Established in 2006, The University of Dar es Salaam (UDSM) Gender Centre monitors the implementation of UDSM’s gender policies and promotes gender equality through student and staff events, research, and literature. The Gender Centre engaged a Capstone team to strengthen current initiatives and create strategies to increase engagement within the UDSM community. The team interviewed professors, administrators, and students to understand the current barriers to successful Gender Centre programming. The team also facilitated a campus-wide workshop to design new mechanisms to address gender inequality and improve Gender Centre structure and programs. In their final report, the team developed strategies to improve coordination, sustainability, engagement, and communication within the Gender Centre and the UDSM community at large. The team provided strategies for internal sustainability and communications deliverables in web content and social media. The team also recommended “Gender Focal Point” liaisons to academic departments.

CAPSTONE TEAM:
Blair Allan
Karina Grosheva
Greta Karris
Ashley Putnam

FACULTY:
Robertson Work

WIRELESS ACCESS FOR HEALTH
EVALUATION OF AN ELECTRONIC HEALTH SYSTEM

The Wireless Access for Health Initiative (WAH) is a public-private partnership started in 2009 to improve local health governance and access to quality data by health managers, local chief executives, and policymakers in the Philippines. Bringing together innovative wireless, mobile, and digital telecommunications technologies, WAH created a clinic-centered health information platform featuring an open-source electronic health record system from which new technology modules take off. WAH has grown to 81 clinics in 50 municipalities in 23 provinces across the Philippines. Using a mixed-methods approach, the Capstone team conducted interviews at multiple Rural Health Units (RHUs), surveyed clinic staff, and interviewed...
In partnership with the World Bank, the Sri Lankan government is developing key cities through the Strategic Cities Development Project (SCDP). The main objective of the SCDP is the improvement of selected urban services and public urban spaces in participating cities. The Capstone team was charged with surveying and analyzing specific proposals for development activities in the cities of Kandy and Galle. Based on secondary research and a field visit to Sri Lanka, the team collected information and provided recommendations to city government officials. The team’s work will inform decisions on the revitalization of Meda Ela Canal in Kandy and the development of the China Garden area in Galle for tourism. The team also conducted a diagnostic of municipal finances in Kandy to provide recommendations on best practices.
HOSPITAL FOR SPECIAL SURGERY
NURSING PROFESSIONAL DEVELOPMENT: RECOMMENDATIONS FOR ORGANIZATIONAL SUCCESS

CAPSTONE TEAM:
Emily Frisch
Tiffany Lopez
Jillian Villani Scarr
Gregory Wyche

FACULTY:
John Donnellan
Anthony Kovner

The Hospital for Special Surgery (HSS) is a world-renowned specialty hospital and a nationally-ranked leader in orthopedic and rheumatologic care. HSS stakeholders recognize that continuing education and professional development for nurses are essential to achieving positive patient outcomes and organizational success. In keeping with its organizational commitment to excellence and the highest industry standards, a Capstone team was charged with assessing and evaluating HSS’s current Professional Development and Continuing Education Program. With the goal of providing best practice recommendations, the team researched evidence-based literature, explored practices of leading institutions, and evaluated HSS staff through surveys, focus groups, and interviews. The team’s final recommendations provided the most efficient and effective processes to meet the needs of HSS’s nursing staff and administrators.

NEW YORK-PRESBYTERIAN HOSPITAL
IMPROVING REGISTERED NURSE TIME AT THE BEDSIDE

CAPSTONE TEAM:
Therese Bellerive-Beraud
Christina Dionisio
Johanna Mills
Morgan Schena

FACULTY:
John Donnellan
Anthony Kovner

New York-Presbyterian (NYP) is one of the premier healthcare institutions in the United States. The hospital’s mission is to provide a full spectrum of medical interventions, from the prevention of disease and treatment of illness, to the promotion of wellness and the prospect of cure. NYP is committed to excellence in patient care, research, education, and community service. NYP enlisted the Capstone team to evaluate registered nurses’ time at the bedside. Specifically, the team investigated factors that can interrupt the time
dedicated nurses spend with their patients. The Capstone team performed a qualitative and quantitative analysis of select inpatient units at four NYP campuses. After examining best practices in the field, the team made recommendations to improve nurses’ time spent at their patients’ bedsides; suggested practices aimed at prioritizing and organizing nurses’ work schedules; and suggested technological investments to deliver quality, patient-centered care with greater efficiency.

NEW YORK-PRESBYTERIAN HOSPITAL
OPTIMIZING PRODUCTIVITY TOOLS

CAPSTONE TEAM:
Jennifer DeWald
Lauren Groce
Megan Maikoff
Ama Mathewos
Chana Schwartz

FACULTY:
John Donnellan
Anthony Kovner

New York-Presbyterian Hospital (NYP) has invested in numerous healthcare information technology systems (HIT) to manage the organization’s productivity. HIT systems manage health information across computerized systems and secure information exchange between consumers, providers, government, and insurers. Concerns exist that a breakdown has occurred between HIT system owners and nursing leadership system users, causing an inefficient utilization of HIT systems. Through interviews and surveys, the Capstone team gathered and analyzed feedback from both HIT system owners and nursing leadership HIT system users. The team also conducted a thorough literature review on implementation and management of HIT systems. Using that information, successful methods were identified and a strategic plan for streamlining productivity tools was developed. The team presented NYP with recommendations to improve productivity through optimization of various HIT systems.
THE EFFECT OF THE EARLY MEDICAID EXPANSION ON HOSPITAL UNCOMPENSATED CARE COSTS
THE AFFORDABLE CARE ACT AND THE COST OF UNCOMPENSATED CARE

CAPSTONE TEAM:
Charles Burton
Oluwakemi Mary Ekunkoya
Binglie Luo
Wenqi Ma

From 2011 to 2013, the total uncompensated costs of charity care and bad debt for U.S. hospitals amounted to $37.2 billion each year, resulting in a net loss of $24.6 billion dollars each year. The Affordable Care Act (ACA), signed into law in 2010, would presumably lead to reductions in uncompensated costs by expanding health insurance coverage in the U.S. Increasing the number of Americans with insurance would consequently decrease the number of those unable to cover their medical expenses. Two mechanisms were included in the ACA to help achieve the expansion of health insurance coverage: the individual mandate to purchase insurance, and the expansion of Medicaid. Six states expanded Medicaid around 2010, while several others followed in 2014. This study confirms that early Medicaid expansion reduces hospital uncompensated costs considerably. In addition, the Capstone team estimated that a one percentage point increase in the insured population reduces uncompensated costs as a percentage of hospital operating expenses by 0.3 percentage points.

EMPLOYMENT OUTCOMES FOR TEMPORARY ASSISTANCE FOR NEEDY FAMILIES PARTICIPANTS
THE IMPACT OF STATE AND FEDERAL MINIMUM WAGE INCREASES ON EMPLOYMENT OUTCOMES FOR TANF PARTICIPANTS

CAPSTONE TEAM:
Sean Blake
Danielle Cummings
Neha Hridaya
Rebekah O’Donoghue

In July 1996, President Bill Clinton signed the Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) into law, satisfying his vow to “end welfare as we know it.” The resulting program—Temporary Assistance for Needy Families (TANF)—places strict work requirements and time limits on program participants. The preponderance of evidence suggests that the program has done little to improve participants’
ability to rise out of poverty. Recently, federal, state, and local governments have turned their focus to increasing the minimum wage as a mechanism for lifting people out of poverty, but little is known about the effect minimum wage increases have on the economic well-being of TANF program participants. This study examined the impact of increases in federal and state minimum wage levels on employment outcomes for families that participated in the TANF program between the years 2008 and 2013.

GENDER, RACIAL, AND ETHNIC DIVERSITY IN STATE LEGISLATURES
THE EFFECT OF TERM LIMITS ON LEGISLATOR DIVERSITY

CAPSTONE TEAM:
Siddhartha Aneja
Caroline Dean
Julian Quintanilla
Suvam Paul

FACULTY:
Karen Grepin
Shelley Rappaport

Theoretically, legislatures that reflect the demographics of their electorates better represent their constituents’ interests. However, American state legislatures often do not mirror the racial, ethnic, and/or gender makeup of the citizens they represent. Scholars and policy makers have mentioned term limits as a potential instrument to redress this unequal representation among political officeholders. The team’s analyses explore whether term limits are associated with changing gender and racial compositions in state legislatures. Previous studies on this topic have been primarily qualitative and limited by inadequate records. Using an original method to compile data, this study's findings suggest that adopting term limits has, under certain conditions, a significant and positive impact on the election of women.

HIGHER EDUCATION QUOTAS
UNIVERSITY ADMISSION QUOTAS AND HIGH-SCHOOL ACADEMIC INCENTIVES: A CASE STUDY OF BRAZIL

CAPSTONE TEAM:
Pablo Argote
Blanquita Honorato
Christopher Salcedo
Michael Salkinder
Chen Xin

FACULTY:
Karen Grepin
Shelley Rappaport

This research project studies the indirect effects of aggressive affirmative action university admission policies on high-school student achievement in Brazil. The Capstone team analyzed the early stages of a quota policy that was implemented by public universities in the states of Rio de Janeiro and Bahia, in 2003. The team examined its effects on test performance among favored students, especially blacks and mulattos. First, the team performed a difference-in-difference estimate, in
which they found that an aggressive quota policy negatively affects favored students’ high-school efforts. The team then challenged this conclusion by introducing a synthetic control group. Findings were generally consistent with the previous results; however, the effect is reduced by the construction of a more appropriate counterfactual. These findings highlight the importance of considering externalities in policy design.

OFFICE OF NATIONAL DRUG CONTROL POLICY REAUTHORIZATION ACT OF 2006
IMPACT OF THE OFFICE OF NATIONAL DRUG CONTROL POLICY REAUTHORIZATION ACT OF 2006 ON ILLICIT DRUG USE

CAPSTONE TEAM:
Anupama Arora
Julia Keyser
Jean Kim
Anthony Mera

FACULTY:
Karen Grepin
Shelley Rappaport

The Office of National Drug Control Policy (ONDCP) Reauthorization Act of 2006 reauthorized the ONDCP as the primary agency of U.S. federal drug control policy. The provisions of this act included a modification of the patient limits imposed on physicians who use buprenorphine therapy for opiate addiction, raising the cap from 30 to 100 patients per physician. Prescription opioid painkiller overdose rates quadrupled from 1999 to 2010, and prescription painkillers often serve as the gateway to other addictive substances. While advocates of buprenorphine point to its efficacy in safely reducing abuse of opioids including heroin, morphine, and prescription painkillers, other experts warn of the potential for misuse of the addiction treatment drug. This study investigated possible unintended consequences of the ONDCP Reauthorization Act of 2006 by estimating its impact on illicit drug use.
CAPSTONE FACULTY & DIRECTORS

CAPSTONE FACULTY

Susan Abramowitz, Assistant Professor of Pediatrics, NYU Medical Centers
Ana Marie Argilagos, Senior Advisor for Just Cities and Metropolitan Opportunities Initiatives, Ford Foundation
Giuliano Bosi, Manager and Executive Officer, Local Development International
Aparna Dalal, Technical Officer, Microfinance Innovation Facility, International Labour Organization
Geoffrey Davenport, Deputy Director, Community Connections for Youth
John Donnellan, Adjunct Associate Professor of Public and Health Administration, NYU Wagner
Erica Foldy, Associate Professor of Public and Nonprofit Management, NYU Wagner
John Gershman, Clinical Associate Professor of Public Service, NYU Wagner
Amy Goldman, Independent Consultant, Goldman Healthcare Consulting
Erin Gore, Director, Strategy at Purpose
Sara Grant, Adjunct Assistant Professor of Public Administration, NYU Wagner
Karin Grepin, Assistant Professor of Global Health Policy, NYU Wagner
Lisa Gulick, Assistant Commissioner of Planning, Research, and Program Development, NYC Department of Youth and Community Development
Sarah Gurwitz, Independent Consultant
Kei Hayashi, Independent Consultant
Steven Jacobs, Vice President, U3 Advisors
Michael Keane, Senior Environmental Planner, Langan Engineering
Anthony Kovner, Professor of Public and Health Management, NYU Wagner
Merle McGee, Chief Program Officer, YWCA of the City of New York
Joan Montbach, Independent Consultant
Toni Harris Quinerly, Senior Consultant, Community Resource Exchange
Shelley Rappaport, Research/Operations Associate, MDRC
Carlos Restrepo, Research Scientist, Institute for Civil Infrastructure Systems
Robin Ried, Manager, Urban Planning, Bloomberg Associates
Karen Schlain, Assistant Commissioner of Tax Policy, NYC Department of Finance
Paul Smoke, Professor of Public Finance and Planning, NYU Wagner
George Sweeting, Deputy Director, NYC Independent Budget Office
Thehbia Hiwot Walters, Manhattan Planning Director, NYC Department of Housing Preservation and Development
Robertson Work, Founder and Director, Innovative Leadership Services
Michelle Yanche, Assistant Executive Director for Government and External Relations, Good Shepherd Services

CAPSTONE DIRECTORS

Erica Foldy, Associate Professor of Public and Nonprofit Management, NYU Wagner
David Schachter, Assistant Dean for Student Affairs, NYU Wagner
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