



Is Merger Right for Poultney?

An Analysis for the Town and Village

PROPOSAL

ABOUT CGR

CGR (Center for Governmental Research) is a nonprofit consulting organization that has been creating positive change in communities for over 100 years. We specialize in analytic and strategic services to the public and philanthropic sectors, helping organizations figure out complex issues and develop solutions.

How We Work

Change is never easy. CGR informs the process of change with insightful information and draws on our experience to increase the likelihood of success. We start with an accurate examination of both quantitative and qualitative data, consultation with all relevant stakeholders, examination of options and viewpoints, and processes to resolve conflicts and prioritize solutions. We help clients think through each step of the change process, equipped with the best information available.

Commitment to Diversity, Equity and Inclusion

At CGR, we know that multiple perspectives make our work better. That's one reason we value diversity from all backgrounds and seek to create an inclusive working environment with equitable policies and outcomes. We strive to create a welcoming workplace that attracts and retains a wide variety of talented people with different perspectives and new ideas. We value diversity among all dimensions of the human experience, including race, color, religion, gender identity and expression, national origin, differing abilities, veterans, socioeconomic status, and sexual orientation. CGR also infuses a DEI lens in our research approaches and collaboration with stakeholders, including clients and community.

Our Mission

CGR drives positive community change through the highest quality research, analysis, data insights and collaboration.

Our Vision

Trusted for our rigorous analysis and actionable insights, we can transform any community to be more equitable, strong and thriving.

Our Values

Collaboration
Equity
Inclusion
Independence
Integrity
Respect





CONTACT INFORMATION

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Table of Contents

About CGR.....	i
Introduction.....	1
Our Approach to Discussing Reorganization	2
Shared Services, Dissolution & Government Reorganization Studies	2
Proposed Scope of Work	3
Project Phases.....	3
Timeline.....	4
Fee Proposal	5
Relevant Experience	6
Project Personnel.....	10

Introduction

The Center for Governmental Research (CGR), is pleased to respond to the Town and Village of Poultney's request for proposals to lead a village Merger / Consolidation study. The assistance sought by the community requires a consulting team with deep experience in municipal merger and reorganization processes, efficiency strategies, service delivery, organizational capacity, and public engagement.

CGR's team is ideally positioned to assist the Town and Village of Poultney. Founded by George Eastman in 1915, we are nonpartisan and independent, providing research, analysis, management guidance and implementation support to governments, nonprofits and foundations across the U.S. Our mission is to inform and empower leaders driving positive organizational change or public policy action. A strong focus of our work is helping clients make meaningful use of data to drive plans, performance and change processes.

Specific to this engagement, CGR has a deeper portfolio of work on municipal mergers and reorganizations, operational improvement and efficiency than nearly any other organization. Since 2000, we have worked in 20 states with clients ranging from small rural villages to large metropolitan areas. Our work in the past decade alone includes dozens of municipal service, budgetary and restructuring engagements; operations, staffing and structure assessments; service delivery redesign efforts; shared-service studies; and reorganization projects that resulted in the largest municipal consolidation in New Jersey in a century *and* the largest full-service village restructuring in New York State history.

While our experience has national reach, we are proudly headquartered in Rochester, NY, and we have particular expertise in New York State. In addition to directing several village dissolution and municipal service consolidation studies, our project director, Paul A. Bishop, also brings a wealth of experience in public safety matters, with a proven track record of providing practical, data-driven solutions for policing, fire protection and EMS services across New York State. Mr. Bishop is supported by CGR's team of public finance, public sector management and service delivery expert.

We look forward to putting our expertise to work for the Town and Village of Poultney and most importantly, the people who live in, visit, and do business in your community.

Our Approach to Discussing Reorganization

CGR recognizes that each community is unique and the factors that give rise to the discussion of reorganization vary greatly by community. Our goal is to help the community look at all the facets of a potential merger to develop a decision that is right for residents. We recognize the critical importance of participation from elected officials, municipal employees, and concerned citizens. We also help communities assess their readiness for and identify potential barriers to change.

CGR does not have a position on the wisdom of merger, overall – we observe advantages and disadvantages of a dissolution or municipal reorganization in every situation and maintain steadfast neutrality during the study period. We provided the data and analysis that resulted in the merger of the two Princeton New Jerseys (township and borough) in 2013, as well as the dissolutions of the Villages of Prospect, NY in 2015, Forestville, NY in 2016, Cherry Creek, NY in 2017, Van Etten, NY in 2018 and South Nyack in 2020. And we have provided analysis to communities that have chosen to retain the status quo, from a proposed merger of the City of Buffalo into Erie County to the suggested dissolution of the Village of Victory in Saratoga County and the potential dissolution of the Village of Medina in Orleans County and Village of Massena in St. Lawrence County. We also assisted the Town and Village of Johnson in Lamoille County consider dissolution of the Village.

Government Reorganization Studies

CGR has conducted more municipal consolidation studies and delivered more technical assistance to regional and local governments on these issues than any organization in the Northeast, with extensive experience in New York. Our work in the past 10 years alone includes dozens of municipal service, budgetary and planning restructuring engagements, as well as service delivery redesign efforts.

We are an industry leader in providing strategic analytical support for independent, objective and actionable evaluations of efficiency and effectiveness, including internal reviews of individual governments / agencies *and* shared service efforts spanning multiple entities. This portfolio of work has ranged from service-specific assessments of individual functions in small rural communities with operations totaling less than a million dollars, to large multi-county metropolitan regions with hundreds of governmental entities and over \$15 billion in operations. Those projects have covered the broad range of services and issues affecting local governments today, including governance structures, service delivery frameworks, fiscal impact, administrative functions, public safety, and public works.

CGR also has extensive and unique experience in assessing and identifying alternative ways to organize governments in order to provide the most effective and efficient services. Our portfolio of work demonstrates our keen familiarity with government budgets; deep understanding of administrative capacity and service delivery issues; and unmatched reputation for working with governments to analyze and achieve practical, substantive improvements in the ways they are structured and operate. For more information on CGR's qualifications and diverse project portfolio, see our website at www.cgr.org.

Proposed Scope of Work

Our proposed scope of work is outlined below. We base it on our extensive experience working with other communities as they have considered the questions related to reorganization. This scope of work focuses on the initial stages of the journey toward a village merger in Vermont. Our focus is working with the community to consider the potential impact of a Village merger, specifically how services might change and how the financial situation will be impacted.

Overall, the study will be expected to provide residents and municipal officials with an objective assessment of the municipalities' current conditions and the potential impact of a village merger, as well as options to streamline local government and achieve cost savings. The study will include:

- A review and analysis of current conditions, services, staffing, assets and associated costs of the Village and Town governments;
- A plan identifying:
 - How Village services would be continued in a merger scenario;
 - The post-merger disposition of Village assets and liabilities, and
 - The fiscal and non-fiscal advantages and disadvantages of merger;
- Alternatives to merger, which will include scenarios expanding shared services and maintaining the Village government.

CGR will work with the Town, Village and an appointed Merger Study Committee on public engagement, including a public presentation at the end of the project as well as providing regular information and updates to project managers for the Village and Town.

In addition, CGR will develop a project website to share information and updates with the public throughout the project and to provide easy access to the project team to ask questions or share concerns. Meeting materials will be made available on the website.

Project Phases

Phase 1: Existing Conditions Analysis & Needs Assessment

Our team will work closely with the Merger Study Committee to guide the study. A meeting of the committee with CGR staff will serve as a “kick-off” event, to be followed by individual interviews with key stakeholders to begin an inventory of municipal services, personnel trends, and fiscal and operational strengths and challenges. This initial visit will take place over two days.

Interviews will include elected leadership, department heads and a sampling of front-line municipal staff, who generally have valuable perspectives on the day-to-day business of local

government. CGR will conduct phone or video interviews with any key individuals who are not available during the initial visit.

This phase will also include the following:

- Review of Village and Town budget documents for the past three years;
- Review of outstanding Village debts;
- Development of a comprehensive list of Town and Village physical assets;
- Review of previous studies of merger or consolidation and identification of any gaps or omissions, as well as the viability of previous recommendations;
- Establishment of a potential service provision scenario post-reorganization;
- Development of a model to project impact of reorganization on the budgets and the average resident's property tax bill and other fiscal obligations of residents;
- Preparation of a "Fiscal and Service Impact of Merger Overview" document summarizing Village operations and fiscal position, strengths and weaknesses in service delivery, short- and long-term needs, and impacts of merger; and
- Creation of a study website to share information about the study process, including all written materials from CGR, to provide citizens easy access to information about the study.

At the project initiation meeting, CGR will work with the project committee to establish expectations for regular updates on study progress and a point of contact for communication.

Phase 2: Analyzing Impacts of Merger & Examining Other Options

Our draft will include plans for service continuation in the event of a merger, with fiscal implications outlined, as appropriate. CGR will provide the draft to the project committee for review and comment, culminating in a draft that could be presented to the community in a public forum. CGR will also identify the initial action steps needed to implement the options presented in the plan. The plan will identify potential configurations of services and provide scenarios for the disposition of assets and liabilities in the case of a merger. CGR will also discuss alternatives to merger, such as the potential for shared services or reorganization of Village functions.

CGR will present key findings and the project committee recommended option(s) at a public meeting. We will provide for public comment via feedback forms delivered confidentially to CGR through the project website, or by calling or emailing CGR. CGR will post materials presented at the meeting and details on how to submit feedback, on the study website.

Timeline

We recommend that the study be completed within five months. This provides sufficient time for required analysis and dialogue, but is short enough to maintain the engagement of key stakeholders. CGR will be able to begin work immediately upon contracting. We will work with

the project committee and managers to develop a meeting schedule appropriate for the community and statutory requirements. CGR is capable of beginning the work immediately upon award of the project.

A detailed timeline appears below and is consistent with the desire to present the issue of reorganization to the community for a referendum in November.

Project Task	Project Month				
	1	2	3	4	5
Project kickoff	●				
Project website	●				
Site visit / Interviews	○	●			
Data collection / analysis		●			
Develop merger plan and alternatives			○	●	
Presentation of draft plan				●	
Finalize report				○	●
Final presentation and hearing					●

○ = initiated; ● = completed.

Fee Proposal

CGR proposes to complete this project for a not-to-exceed fee of \$35,000, which includes a site visit for interviews and another for participation in a public meeting. CGR will also regularly work with the project committee to ensure consistent communication about the engagement. In the event our budget does not meet the expectations of the Village, we would welcome the opportunity to discuss alternative approaches to our scope of work to meet your needs.

CGR is a not-for-profit 501(c)(3) consulting firm, and as such we use a bundled rate approach to project budgeting. Bundled rates are set for each position title and include direct expense (salary and benefits) as well as other than personal services (rent, insurance, etc.) and administrative and overhead charges (organizational and fiscal oversight).

The Village (and the Town, as necessary) is responsible for providing data and/or other information in the agreed-upon formats and on the stated timeline. Any delays or complications may impact both the timeline and the cost of the project. If it is necessary to adjust the timeline or cost, we will work with the Village to make adjustments to the timeline, fee and/or scope of work.

Relevant Experience

Impact and Dissolution Plan for the Village of Forestville

In 2015, the residents of the Chautauqua County Village of Forestville presented their government with a petition to dissolve. CGR was engaged to provide the Village with an impact analysis to help inform citizens before the vote to dissolve. After a referendum indicated a desire to dissolve, CGR was again hired to assist the residents in developing a plan to dissolve the Village and arrange for a continuity of operations with the Town of Hanover. In November 2016, the residents again voted in favor of dissolution and the Village dissolved on December 31, 2016.

Information on the process can be found at www.cgr.org/forestville.

Reference: George Borrello, New York State Senator, former Chautauqua County, NY (716) 644-460-3753-4211, borrello@nysenate.gov

Village and Town of Massena Reorganization Study

A committee formed by the Village and Town of Massena engaged CGR in February 2019 (with financial support from New York State) to study opportunities to reorganize local government to improve the effectiveness and efficiency of public services. The study built on Massena's history of providing public services cooperatively, such as sharing a municipal office building. Adding to the complexity of the project, the Village was located in three towns – Massena, Louisville and Norfolk – and any reorganization of Town and Village government had the potential to affect all three communities.

CGR analyzed several scenarios, including dissolution of the Village, a joint consolidation agreement between the Town and Village, and opportunities for functional consolidation or expanded cooperation without heavily restructuring either government. CGR ultimately did not recommend a full merger, due to complications and potential costs involved with the continuity of Village law enforcement were the Village to dissolve or consolidate. Instead, our team recommended more robust service sharing and consolidation of functions. We identified the Highway and Public Works departments as an area of likely cost savings, and the Town and Village Courts as an opportunity for further consolidation. CGR also recommended the municipalities hire a joint administrator, given the substantial workloads of the part-time Mayor and Town Supervisor. The Village pursued several of CGR's recommendations, creating a Village administrator position and moving to dissolve the Village Court.

Information on the process can be found at: <https://www.cgr.org/massena/>

References: Monique N. Chatland, Village Administrator and Clerk, Village of Massena, (315) 769-8625 x.9232, villageclerk@village.massena.ny.us. Timothy Ahlfeld, Massena Reorganization Study Committee Chairman, (315) 842-2734, timahlfeld@twcnny.rr.com

Village and Town of Cazenovia Consolidation Study

The Town and Village of Cazenovia governments formed a task force to explore the impacts of consolidation of government on the local community. As part of that exploration, they contracted with CGR to assist the process by performing several technical analyses, which are contained in this report. The overarching goal of the analyses was to provide an explanation of the process of consolidation, an evaluation of the current compensation structures of the two municipalities, a reasonable forecast of the types of services that could be provided under a consolidated government and an estimate of the fiscal impact of the changes associated with consolidation. CGR conducted the evaluation and outlined several options for the fire service, for paths to consolidation and the potential fiscal impact. The findings were presented at a public meeting and the town and village continued conversation on expanding shared services or possible consolidation, but a community decision was made that considering consolidation was not appropriate at the time.

Information on the process can be found at: <https://www.cgr.org/cazenovia/>

Reference: Lauren Lines, Executive Director at Cazenovia Area Community Development Association Inc., 315-655-7651, llines@cacda.net

Impact and Dissolution Plan for Village of Cherry Creek

The subject of a dissolution petition under General Municipal Law 17A in 2017, the Village of Cherry Creek secured CGR's services to conduct a rapid assessment of the implications of dissolution and to support the village as it conducted a referendum as dictated by the 17A process. CGR also planned and facilitated a public meeting with village residents and supported discussions between the Town of Cherry Creek and the village over the possible outcome of the referendum. The referendum supported dissolution; CGR continued to advise both the town and the village on procedural and substantive matters as both prepared for the village to dissolve.

Information on the process can be found at <https://www.cgr.org/cherry-creek/>

Projected Impact of Dissolution on Village of Van Etten - Survey of Existing Conditions and Potential Future Operations

In August 2017, residents in the Village of Van Etten submitted to the Village Clerk a valid petition requesting a referendum on dissolution of the village pursuant to Article 17-A of the New York General Municipal Law. The petition was determined to be valid by the clerk and the Village Board set the date of referendum to be November 13, 2017.

In an effort to inform the residents of the issues related to dissolution, including potential impacts to services received by the residents, projected fiscal impacts and other issues, the Village Board hired CGR to develop a report that identifies those impacts. The findings of the report will be shared in written format, at a public meeting and using a project specific website, www.cgr.org/van-etten.

Evaluation of Dissolution Impacts for the Village of Sherman

In 2016, to address the concerns of their residents, the Village of Sherman contracted with CGR to conduct an evaluation of the impact of dissolution on the Village and Town of Sherman. Over the course of four months, CGR conducted a review of municipal operations and worked with a citizen committee to identify the potential impact of dissolution and how services might be performed after dissolution. Subsequent to the completion of the project, the Village received a petition for a referendum on dissolution. The measure failed and the Village remains in operation. Information on the process can be found at www.cgr.org/sherman.

Comprehensive Dissolution Study for the Village of Prospect

In 2014, officials in the southern Adirondack Village of Prospect engaged CGR to assist in a comprehensive dissolution study after being confronted with substantial new financial burdens from workers compensation claims. The study evaluated a series of options to respond to their financial crisis, including dissolution. In June 2015, the Village voted overwhelmingly to dissolve. Information on the study process can be found at www.cgr.org/prospect. The Village dissolved in December 2015 and services are now provided by the Town of Trenton.

Municipal Restructuring of Village of Medina

In 2013, officials in the western New York Village of Medina launched an effort to analyze the potential efficiency of dissolving the Village of Medina. The study considered the impacts of dissolving the village government while maintaining appropriate levels of service for municipal services including the Police Department. Cost savings and changes to operational structures were modeled for the public to consider relating to the impact of dissolution. The Village Board has chosen not to act on the study committee's proposal to dissolve. A petition drive led to a vote scheduled in January 2015 that led to the voters choosing not to dissolve. Study materials are available at <http://archive.cgr.org/medina>.

Dissolution Study for the Village of Norwood

The Village of Norwood, located in New York's St. Lawrence County, is partially in the Town of Norfolk and partially in the Town of Potsdam. The Town of Potsdam also includes the Village of Potsdam. Driven by a desire for greater autonomy and concerns about the impact on Norwood taxpayers if dissolution of the Village of Potsdam occurs in the future, the Norwood village board engaged CGR in 2012 to assess a range of options for the future of its own village. CGR's analysis covered three primary options: village dissolution, shared services, and creating a new town.

Dissolution Study for the Village of Potsdam

Located in northern New York State, the Town of Potsdam includes two villages, with the majority of residents living in the Village of Potsdam, population 10,000. Home to two state universities, nearly 70% of village properties are tax-exempt, putting pressure on village residents to cover a large share of the costs of services. In response to public requests, the

village board appointed a study committee to review the impact of dissolving the village, including the impact on economic development, police services, and a new hydroelectric operation. The committee also developed a dissolution plan and identified a range of improvement opportunities without dissolution. Village voters rejected dissolution in a November 2011 vote.

Village of Dansville Dissolution/Coterminous Feasibility Study

The Village of Dansville and Town of North Dansville NY are interested in controlling costs through shared service opportunities up to and including full consolidation. While elected officials were originally intrigued by the concept of becoming a coterminous village and town, a full study found that pursuing city status would be more beneficial in terms of potential cost savings and opportunities for new revenue. In late 2010, the study committee voted to recommend that the elected boards pursue city status for the combined town and village. CGR served as study consultant.

Seneca Falls Dissolution Study

The Village and Town of Seneca Falls, NY, initially engaged CGR to assess ways to achieve a major goal: reduce the cost of government to help stimulate economic growth in the community. CGR found, in a 2008 study, that consolidating the governments would offer potential for major savings for village taxpayers. Subsequently, CGR was engaged to serve as consultant to a village dissolution study committee. The committee's final report, delivered to the village in late 2009, presented a dissolution plan, alternatives to dissolution, and financial and service impacts. In March 2010, voters in the village, which has a population of about 6,700, voted 1,142 to 1,037 in favor of dissolution. When dissolution takes effect at the end of 2011, Seneca Falls will be the largest village in the state to dissolve.

Project Personnel



Paul Bishop, M.P.A.
Principal and Project Director

About Paul

Paul Bishop leads the local government practice at CGR. He is a public policy researcher with a passion for addressing public safety issues and improving government operations. He directs projects involving a wide range of issues related to local government operations, public safety services, and community well-being. He approaches each project with the understanding that each client and circumstance is unique.

His experience in government operations spans all aspects of public safety, organizational efficiency, financial analysis and local government reorganization. He brings his experience of system coordination and thorough analysis to each CGR project on which he works. He also brings the perspective of being a supervisor, educator and care provider to each aspect of analysis.

His experience with government management issues is diverse, including evaluating service options, strategic planning and internal efficiencies for municipalities in Connecticut, Maine, Massachusetts, New Jersey, New York, Ohio, Pennsylvania, and Wisconsin. He has worked with communities of several hundred to several hundred thousand to help address the diverse array of challenges they face. His engagements consistently result in actionable recommendations that improve client's operations.

Prior to joining CGR in 2012, Mr. Bishop managed EMS education at the Public Safety Training Center at Monroe Community College for 10 years. His work at the Rochester, New York college focused on all aspects of education for EMS including initial certification for emergency medical technicians and paramedics, and leadership. Earlier in his career, he served as paramedic, supervisor and operations manager for an urban EMS organization. He continues to work as a paramedic in his hometown.



Education

M.P.A., SUNY at Brockport

B.A., Political Science and Organizational Psychology, University of Rochester
Paramedic, Western New York EMS Training Institute

Areas of Expertise

- Municipal operations and efficiency
- Shared services and restructuring
- Police, Fire and EMS optimization
- Community engagement
- Identifying and solving problems
- Budgetary and fiscal analysis

Project Highlights

- Options to Improve Fire and EMS Service in the Wildwoods (NJ)
- Cities of Lewiston and Auburn Consolidation Evaluation (ME)
- Future of Fire and EMS Service in Marbletown (NY)
- Fire and Emergency Medical Services in Greater Racine : Considering Options (WI) for the Future
- Town of Queensbury EMS Analysis and Options (NY)
- Consolidation Analysis for City of DuBois and Sandy Township (PA)
- Dissolution Impact Analysis for the Village of South Nyack (NY)
- Analysis of the 2022 Rockland County (NY) Budget
- The Future of the Fire Service in the Town of Irondequoit (NY)
- Essex County EMS Strategic Plan (NY)
- Town of Victor Public Safety Evaluation (NY)
- Tompkins County/Ithaca Law Enforcement Evaluation (NY)
- Tompkins County Criminal Justice Assessment (NY)
- Monroe County/ City of Rochester Racial and Structural Equity Commission (NY)
- City of Rochester Architecture and Engineering Department Efficiency (NY)



Kieran Bezila, Ph.D.
Senior Associate

About Kieran

Kieran Bezila is a skilled researcher with experience in both quantitative and qualitative approaches, having taught classes and conducted individual and joint research work at the collegiate level for more than a decade. His research interests include government, politics and the social logic behind everyday decision-making.

At CGR, he has worked in a wide variety of areas including workforce development, criminal justice, economic assessment, efficiency of local governments and emergency services agencies, public health, and the evaluation of nonprofit organizations and educational programs. His individual projects have examined such diverse topics as the effectiveness of New York State's DWI laws, the coordination of local workforce training programs, racial equity considerations around business development and MWBE programs, and charting the evolution of the social determinants of health as a public health concept.

Prior to joining CGR, he was an assistant professor of sociology and a teaching fellow at Beloit College in Wisconsin. Previously, he worked for the Center for Responsive Politics, managing and preparing federal campaign finance data for public view. His National Science Foundation-funded dissertation project enrolled 288 research subjects in a study of the logic underpinning altruistic behaviors such as tipping and gratuities.

Dr. Bezila is proficient in every phase of the research process, from conceptualization and design to data collection, management, and analysis and interpreting results. He has particular skills in research design, questionnaire and survey construction, interview techniques, conducting focus groups and statistical analysis.

Areas of Expertise

- Government efficiency
- Workforce development
- Research design
- Data collection
- Survey and focus group work
- Qualitative and quantitative analysis

Project Highlights

- City of Newton Needs Assessment (MA)
- Greater Rochester Chamber of Commerce Regional Talent Study
- Ibero-American Development Corporation (IADC) Healthy Parks Evaluation
- MCC Title III Grant Evaluator
- NW Arkansas Municipal Services Assessment
- NYS DWI-DMV Exploratory Study
- Ontario County Weighted Voting 2022 Update (NY)
- ROC2025 Regional Talent Scan
- ROC2025 Remote Worker Study
- Rockland County Budget Review (NY)
- Tioga County Code Enforcement (NY)
- Town of Ontario Collective Bargaining Assessment (NY)
- Town of Queensbury EMS Study (NY)
- Urban League of Rochester Learning Circles Analysis
- Urban League of Rochester-Racial Equity and Justice Initiative Integration



Education

Ph.D. and M.A., Sociology, Northwestern University
B.A., Sociology, Boston College



Katherine Bell

Analytics & Information Systems Manager

About Katherine

Ms. Bell is a skilled analyst with more than 15 years of experience across CGR's portfolio of projects for local governments, nonprofits and foundations. Her expertise includes data collection, analysis and visualization; geographic information systems (GIS); web design; and database design and management.

Ms. Bell plays a central role in projects across CGR's practice areas. Her portfolio of GIS work includes building GIS datasets, creating interactive online maps, and performing network analysis for various public safety and highway projects. For over a decade, Ms. Bell has played a pivotal role in CGR's work on community indicators websites, managing nearly 300 indicators and about 200 data sources, improving site updates and functionality, and incorporating maps, dashboards and infographics into each website. She has created and maintained more than 40 websites informing the public about CGR's projects with local governments.

In addition, Ms. Bell manages information technology for CGR and brings firsthand IT knowledge to our project work. She is CGR's key contact for the U.S. Census, as we are an affiliate of the New York State Data Center and support its work to improve access to U.S. Census data for the public, local governments and businesses in our state.

Areas of Expertise

- Database management and design
- Data collection and analysis
- Coding and programming
- Information management
- Analytical and critical thinking
- Project management
- Technical writing
- Geographic Information Systems (GIS)

Project Highlights

- Ibero Hispanic Community Profile
- Monroe County League of Women Voters- Voter Participation (NY)
- New York State Health Foundation-NYS Public Nursing Homes Study
- Princeton Shared Services Feasibility Study (NJ)
- Reconnect Rochester Transportation Study
- Summer Meals Research: A City of Rochester Needs Assessment
- United Way of Buffalo and Erie County Full-Service Community Schools (FSCS) Evaluation
- Community Profile Indicators Projects:
 - Berks County (PA) - Vital Signs
 - Essex County (MA) - Impact Essex
 - Lancaster County (PA) - Community Indicators
 - MetroWest (MA) - Impact MetroWest
 - Mid-Hudson Valley (NY) - Community Profiles
 - Rochester (NY) - ACT Rochester
 - State of Arkansas - Aspire Arkansas
 - Westchester (NY) - Index Community Profile
 - Worcester (MA) - Worcester County Insights



Education

B.S., Management information systems, Rochester (NY) Institute of Technology (RIT)



Deon Willis

Research Associate

Areas of Expertise

- Survey and focus group work
- Data collection and analysis
- Qualitative and quantitative analysis
- Database management and design

Project Highlights

- Climate Solutions Accelerator Indicators
- MCC Title 3 Grant Evaluator
- Badfish Consulting-RMSC Strategic Planning
- Allegany County EMS Study
- LaBella-Warren County Comprehensive Plan
- Reconnect ROC ACT Transportation Indicators
- Cheektowaga Comprehensive EMS Study
- Seneca County EMS Study
- AmeriCorps Program Evaluation-Year 1
- RMAPI Data & Measurement Assistance
- CSA Clean Energy Workforce Assessment
- Chautauqua County Code Enforcement Study
- The Westchester Index-Site Update

About Deon

Deon Willis is a researcher and data analyst with a passion for local government, public service, politics and how each shape our world. He has experience in varied methods of research at the collegiate level and professional level. His expertise includes data collection, analysis, visualization, GIS systems, and database design & management.

Prior to joining the CGR team, Mr. Willis served as the administrative program and grants coordinator for the Center for Youth. Mr. Willis is dedicated to increasing equity in the City of Rochester and improving services to youth and families impacted by discrimination and trauma.

Before working at the Center for Youth, Mr. Willis held positions as a career advisor at the University of Rochester's Gwen M. Greene Center and a Congressional intern. He earned a Bachelor of Arts in Political Science with a focus in Public Policy from the University of Rochester. During his undergraduate study, Mr. Willis was selected as a 2020 Public Policy and International Affairs Program Fellow at Carnegie Mellon University in Pittsburgh, PA.

Education

B.A., Political Science with a focus in Public Policy,
University of Rochester