

# City of Newton Community Needs Assessment

## Preparing for the American Rescue Plan Act

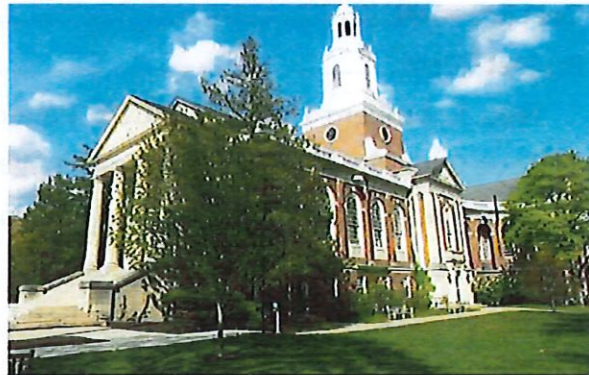
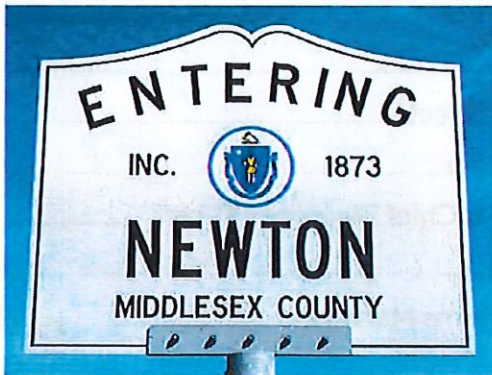
July, 2021

**Prepared for:**

City of Newton Department of Health and Human Services

**Prepared by:**

Erika Rosenberg  
Project Director



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Impact MetroWest ..... 15

The American Research Project (ARP) is a comprehensive study of the economic and social impacts of the proposed MetroWest project. The ARP is a multi-phase project that will provide the City of Lowell with the information it needs to make informed decisions about the project. The ARP will be conducted in three phases: Phase I: Data Collection and Analysis; Phase II: Impact Assessment; and Phase III: Policy Recommendations. The ARP will be completed by the end of 2010.

### CGR's Qualifications

CGR has been expert solutions in government and business for over 30 years. Our team of experts has worked on a wide range of projects, including economic development, public policy, and organizational change. We have a proven track record of success in helping our clients achieve their goals. Our team is composed of professionals with extensive experience in the areas of economic development, public policy, and organizational change. We have a strong focus on data-driven decision making and a commitment to providing high-quality, actionable insights. Our team is also highly collaborative and works closely with our clients to ensure that our solutions are tailored to their specific needs. We would be pleased to help you with your MetroWest project. Our team has the expertise and resources to provide you with the information you need to make informed decisions about the project. We would be pleased to discuss our qualifications and how we can help you with your MetroWest project. Please contact us at [www.cgr.org](http://www.cgr.org).

### Key Capabilities

Quantitative Analysis: Our team uses advanced statistical techniques to analyze data and provide actionable insights. We have a strong track record of success in this area and can help you understand the economic and social impacts of the MetroWest project. Our team is also highly collaborative and works closely with our clients to ensure that our solutions are tailored to their specific needs. We would be pleased to discuss our qualifications and how we can help you with your MetroWest project. Please contact us at [www.cgr.org](http://www.cgr.org).

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## Introduction

The American Rescue Plan Act (ARPA) offers unprecedented aid to local governments and represents an extraordinary opportunity for governments to assist with post-COVID recovery. CGR (Center for Governmental Research) is pleased to respond to a request from the City of Newton Department of Health and Human Services for assistance with a targeted needs assessment to inform a strategy for economic investments that will promote economic recovery of lower-resourced and traditionally marginalized populations after the pandemic. We understand the City's overarching purpose is to understand perspectives within the lower income population about needs and how funding can best be applied to solve challenges, and we will prioritize community voice in carrying out all tasks of this project, including writing the final report.

## CGR's Qualifications

CGR delivers expert solutions in government and education, economics and public finance, health and human services, and nonprofits and communities. A unique resource to the public and nonprofit sectors, CGR was founded in 1915 by Kodak's George Eastman. Learn more at [www.cgr.org](http://www.cgr.org).

A strong focus of our work is helping clients and communities make meaningful use of data to drive productive discussions on future plans, performance, and positive change. As this proposal will demonstrate, CGR's content expertise and regional experience make CGR the ideal consultant for this project. The CGR team for this study combines proficiency in quantitative and qualitative data science, research and technical design including surveys, interviews and focus groups.

As a non-profit organization, CGR has a mission to inform and empower leaders driving positive organizational change or public policy action. CGR is nonpartisan and independent. Our staff is based in Rochester, New York, and provides expertise on issues spanning economics and public finance, government management, health and human services, public safety, and education.

We would be honored to put our more than 100 years of experience in the public and private sectors to work for the City of Newton to help drive results that matter to the Newton community.

## Key Capabilities

**Quantitative Analysis:** Quantitative data analysis is at the heart of a wide range of CGR projects, including community indicators and needs assessments. Our data

analysts are deeply experienced in working with a variety of datasets, from small to large, and using numerous tools to process, analyze and visualize data. We also know how to use data to tell a compelling story that can drive action.

**Qualitative Analysis:** We understand that hard numbers only go so far in deeply understanding complex issues. Gathering perspectives from diverse audiences is also a critical piece of our approach. Our experience ranges from engaging community leaders in discussions of how to prioritize and address key issues, to collecting perspectives of program participants for evaluation studies, to gathering residents' input into plans for reshaping government.

**Equity:** CGR has been building internal capacity around equity and using that to inform all aspects of our research process, including assumptions held about communities where we conduct studies and methodological approaches to research including participatory research. We have taken steps over the last three years to uncover individual and organizational blind spots regarding race, socioeconomic status, and other social differences. Since a number of CGR's projects involve the evaluation of programs for stigmatized communities, staff teams have worked to develop strategies to combat reinforcing societal stereotypes for those groups.

## Proposal Contact Information

Erika Rosenberg, President & CEO  
CGR, Inc.  
(585) 327-7066 (direct line)  
email: [erosenberg@cgr.org](mailto:erosenberg@cgr.org)

Alice Carle, Senior Associate  
CGR, Inc.  
(585) 327-7082 (direct line)  
email: [acarle@cgr.org](mailto:acarle@cgr.org)

**Since 1915, CGR has delivered results to the municipal, education, nonprofit and business-civic sectors through objective analysis, mission-critical data and strategic counsel.**

**We have become a thought leadership partner of choice by empowering innovative solutions in the public interest.**

**Trusted for our independence and breadth of experience spanning more than a century, CGR delivers expert solutions in government and education, economics and public finance, health and human services, and nonprofits and communities. Proudly headquartered in Rochester, New York, CGR has served communities throughout more than a dozen states including New York, New Jersey, Ohio, Pennsylvania, Massachusetts, Maine, Connecticut and Arkansas.**



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## Project Approach

### Project Initiation

CGR starts every project with an initial meeting of the key stakeholders of the engagement. During this meeting, we review the scope of work, timeframes, and make any adjustments to the proposed work plan. We will also recommend identifying a project point person on your staff for regular check-ins throughout the engagement.

### Background Research

CGR will collect and analyze relevant high-level Census data to provide community context and inform specific low-income and traditionally marginalized populations to target. We will also draw on our existing knowledge and recent research to inform the project and final report with the latest thinking about approaches to increase the economic security of vulnerable and marginalized populations.

### Survey

CGR will develop online and paper surveys for community members to identify how they have been impacted by the COVID-19 pandemic, and to solicit feedback on their needs for recovery and thoughts on how the City of Newton can direct ARPA funding. Surveys would include both open-ended and closed-ended questions to allow participants to share their voice and perspectives. In addition to reporting overall statistics and general summaries of results, CGR will systematically code open-ended responses to identify central themes, critical ideas and representative quotes for inclusion in the final report. We can include in the final report the verbatim open-ended responses as well, redacting portions if necessary to protect confidentiality.

To ensure the survey reaches lower-resourced and traditionally marginalized individuals, CGR will partner with local nonprofits and faith-based organizations to distribute the online survey link and paper surveys. We will also have the survey translated into Spanish, Russian and simplified Chinese. Participation will be incentivized through entrance into a drawing for four (4) \$50 gift cards upon completion of the survey. All surveys will be anonymous and reported in the aggregate.

CGR will co-construct the survey instrument with City of Newton Health and Human Services staff. CGR will rely on the City of Newton staff for introductions to staff at community-based and faith-based organizations and for mailing paper surveys back to CGR for data entry.

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## Focus Groups

While the survey provide a means to gather a breadth of input and opinion, the focus groups provide a corresponding opportunity to add depth and dimension to community input, allowing for a structured conversation with an emphasis on gathering and uplifting the voices and input of varied groups of community members. This ensures that community members – specifically low-income and traditionally marginalized Newton residents – have an opportunity to discuss what their needs are and how they would be best served.

CGR proposes to conduct up to 5 in-person focus groups of up to 15 community members each and up to 3 in-person focus groups with community leaders as described below.

### Community Focus Groups

CGR will target lower-resourced individuals, persons of color, persons with disabilities, lower-resourced seniors, and potentially immigrant communities or other identified target populations for inclusion in the focus groups.

To ensure we capture a broad range of voices, CGR will partner with local organizations that have relationships with the targeted populations such as community-based human services organizations, food pantries, senior centers, Boys and Girls Clubs, faith-based organizations, and other culturally specific organizations to identify and recruit focus group participants, send invitations, and manage RSVPs. We will work with organizations to set demographic targets for focus group participants, identify venues and days/times for focus groups appropriate for the targeted populations and ask partners to provide child care and refreshments as needed. To help make participants feel comfortable, we will invite partner organization staff that may have relationships with participants to say a few introductory words prior to each focus group and attend as appropriate. We will provide a \$350 stipend to partner organizations for these services.

We have also included funding to conduct one focus group in a language other than English, if needed.

To incentivize participation and value community member's time, CGR will offer \$25 gift cards for each focus group participant.

CGR will rely on City of Newton staff to help identify local non-profit and faith-based partner organizations.

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CGR and the City of Newton may also decide to convert one community focus group session into an online community forum. In this case the City of Newton will provide on-line hosting and technical support.

## **Community Leader Focus Groups**

CGR will conduct 2-3 focus groups with nonprofit and community leaders who are familiar with and have expertise in low-income residents and the issues they face. CGR will rely on City of Newton Health and Human Services staff to identify and recruit focus group participants, send invitations and reminders, manage RSVPs, host in-person focus groups and provide refreshments as needed.

## **All Focus Groups**

Detailed notes and an audio recording will be taken during the discussions. Notes and recordings will remain with CGR to assure anonymity. Notes will be systematically coded to identify key themes, critical points of convergence and divergence and highlights of the discussion. Themes and quotes derived from focus groups will be incorporated into the draft report.

CGR will work with the City of Newton Health and Human Services staff to create focus group protocols and to draft participant invite language.

## **Analysis & Written Report**

CGR will synthesize and analyze data collected from the above methods to create a final written report that 1) summarizes the methods of data collection along with demographic data of community participants, 2) summarizes and analyzes the identified needs and priorities of the City of Newton's lower-resourced residents related to American Rescue Plan Act funds as expressed through the surveys and targeted focus groups using both qualitative and quantitative data and 3) provides options for services that can be funded to create the most impact toward economic recovery for this population.

The final report will ensure that community voices and the needs of all – especially low-income Newton residents – are elevated and represented on a range of levels, illuminating the big picture of community input through summaries of overarching themes and central findings of the survey and focus groups, and equally zooming in to the personal level to highlight ideas, aspirations and opinions of community members through selected quotes illustrating specific takes on Newton's current needs and possibilities for the money.



## Timeline

Our team is well positioned to complete all deliverables within approximately four months, and we believe the timeline described below is realistic and achievable.

	Month			
	1	2	3	4
Project initiation				
Background research				
Survey creation, response time, data analysis				
Focus group protocol and invitation creation, identification of participation goals, and recruiting methods				
Focus group recruitment				
Conduct focus groups				
Data analysis and report creation				

## Cost Proposal

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).

CGR proposes a base cost of \$41,500, which includes:

- Project initiation
- Background research
- Online and paper community survey
- Online survey translated into Spanish, Russian and simplified Chinese.
- Up to 5 in-person focus groups with targeted community members including:
  - o organizational partner stipends of \$350 each
  - o focus group participant incentives of \$25 each
  - o one focus group conducted in a language other than English
- Up to 3 in-person focus groups with community leaders
- A written final report.

### Cost savings alternative

Rather than offer \$25 gift cards to all focus group participants, CGR can enter focus group participants into a drawing for a \$50 gift card upon completion of each of the focus groups for a savings of \$1,225. See chart below.

	Current focus group incentive built into base cost	Alternative focus group incentive
Description	All focus group participants receive \$25 gift card	Participants at each focus group entered into drawing for \$50 gift card
Cost	\$1,500	\$275
Assumptions	Assumes 5 focus groups of 10 people each. Includes purchase fee.	Assumes 5 focus groups. Includes purchase fee

CGR has developed this proposed budget and scope based on our understanding of the City of Newton's needs and expectations for this project. In the event our budget or scope are inconsistent with the City's expectations, we would welcome the opportunity to discuss how they might be adjusted.

## Project Team

The following staff will be dedicated to this project through all tasks. This team possesses the substantive and technical expertise to conduct this project and produce all deliverables as outlined above.

### **Erika Rosenberg, President & CEO, Project Director**



The CGR Board selected Erika Rosenberg as the organization's President and Chief Executive Officer in June 2019. Ms. Rosenberg joined CGR in 2005 after a career in journalism covering state and local government, and education policy and urban schools. She leads CGR's expanding portfolio of work with nonprofits and foundations in community indicators, evaluation, asset mapping and landscape scans, and collective impact. Ms. Rosenberg is a trained facilitator, having completed training with the Greater Rochester Parent Leadership Institute, with three years of experience facilitating diverse groups of parents in an adult education setting touching on critical and difficult subjects such as race and equity.

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A CGR researcher since 2005, Ms. Rosenberg has directed a wide variety of projects, including CGR's Community Indicators projects, program/policy evaluations, and environmental scans. Her passion is helping communities, institutions and groups make meaningful use of data, analysis and research to inform strategic priorities and collaborative solutions. In her time at CGR, she has successfully completed project for dozens of clients ranging from nonprofit agencies such as Ibero-American Action League and the YWCA in Rochester to funders such as the United Way of Greater Rochester and the Walmart Foundation to governments and agencies including Rochester City Council and the City's Department of Recreation and Youth Services. Ms. Rosenberg helped lead the Empire Services Poverty Reduction Initiative needs assessment project for Oswego County Opportunities and a substance abuse data report for Ontario County.

Ms. Rosenberg has led data analysis and interpretation across a variety of topic areas and is well-versed in working with different types of datasets and using a variety of analytical techniques. A seasoned facilitator and presenter, she has led conversations about data, community trends and strategies to achieve change across the country, ranging from the State of Delaware to Little Rock, AR to Erie, PA.

#### Education

B.A., Journalism, University of Illinois at Champaign-Urbana

#### Career

2019-Present, President & CEO, CGR, Rochester, NY

2005-2019, Principal (since 2014), CGR, Rochester, NY

2000-2005, Statehouse reporter, Gannett News Service, Albany, NY

1994-2000, Education reporter, *Democrat and Chronicle*, Rochester, NY

### **Alice Carle, Senior Associate, Project Manager**



Alice Carle has over 15 years of local and national foundation and nonprofit experience. Her experience includes designing and implementing strategic giving programs, program evaluation, grant-making processes, and non-profit management. Ms. Carle's portfolio at CGR includes overseeing the Oswego County, NY community needs assessment and several asset mapping projects including a map and assessment of the charitable food network in

Northwest Arkansas and the capacity building needs of nonprofit organizations and the assets available in Western New York. Ms. Carle served as a program officer and program director at the Kresge Foundation for 10 years. Earlier in her career, Alice worked for the Bill and Melinda Gates Foundation, the Ann Arbor Area Community Foundation, and Crisis Clinic of Seattle.

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### Education

MPP, Gerald R. Ford School of Public Policy, University of Michigan  
B.A. John Carroll University, Cleveland, OH

### Career

2017-Present, Senior Associate, CGR  
2008-2015, Managing Director, Kresge Foundation, Troy, MI  
2004-2007, Program Officer, Kresge Foundation, Troy, MI  
2002-2002, Program Officer Bill & Melinda Gates Foundation, Seattle, WA  
2001-2002, Program Assistant, Bill & Melinda Gates Foundation, Seattle, WA  
2000-2001, Grant Inquiry Coordinator, Bill & Melinda Gates Foundation, Seattle, WA

## **Donna M. Harris, Ph.D., Associate Principal & Chief Diversity Officer**



Dr. Harris has spent the last 20 years using her policy analysis background, disciplinary training in education, and evaluation expertise to examine the implementation and impact of social programs to influence institutional change. Her research portfolio includes studies examining national school reform efforts in K-12 settings and racial disparities in educational outcomes.

At CGR, Dr. Harris contributes to projects focusing on education, public safety, early child care, workforce development and organizational change. She leads CGR's evaluation of the U.S. Department of Education-funded Full Service Community Schools grants for the United Way of Buffalo and Erie County in the Buffalo Public Schools and Cleveland Hill Free Union School District. Dr. Harris has successfully designed and completed many studies using mixed methods that draw on administrative data, surveys, individual interviews and focus groups. As Chief Diversity Officer, she is also leading organizational efforts to promote diversity, equity, and inclusion within CGR and across our portfolios of work.

Dr. Harris also led community engagement efforts as a faculty member at the University of Rochester through a community-based participatory project that examined the school experiences of Latino families in Rochester. These outcomes of these engagement efforts can be found in her co-authored text, "The Plight of Invisibility: A Community-Based Approach to Understanding the Educational Experiences of Urban Latina/os."

### Education

Ph.D., Educational Policy Studies, University of Wisconsin-Madison

M.A., Sociology and Education, Columbia University, B.A., Sociology, Wesleyan University

#### Career

2021-present, Associate Principal & Chief Diversity Officer, CGR Inc.

2019-2020, Senior Associate & Chief Diversity Officer, CGR Inc.

2017-present, Senior Associate, CGR Inc.

2015-2016, Consultant Research Analyst, Rochester City School District

2014-2015, Independent Consultant, Rochester, NY

2006-2014, Assistant Professor, Warner Graduate School of Education, University of Rochester

### **Kieran Bezila, Ph.D., Research Associate**



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.

#### Education

Ph.D. and M.A., Sociology, Northwestern University

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B.A., Sociology, Boston College

#### Career

2019-present: Research Associate, CGR

2012-2018: Assistant Professor of Sociology and Teaching Fellow, Beloit College

2003-2012: Graduate Student in Sociology, Northwestern University

1999-2001: Center for Responsive Politics

### **Katherine Bell, Analytics & Information Systems Manager**



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.

#### Education

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

#### Career

2021 – Present - Analytics & Information Systems Manager, CGR

2018 – 2021 - Senior Data Analyst & Information Systems Manager, CGR

2008 – 2018 – Information Systems Manager, CGR

2004 – 2008 – Research/Technology Associate, CGR

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## Experience

Below, we provide descriptions of recent projects focused on community needs assessments and our community indicators work in Massachusetts, as well as references who can speak to the quality and timeliness of our work.

### Community Needs Assessments

#### Oswego Community Needs Assessment

In 2020-21, CGR worked with Oswego County Opportunities, Inc. (OCO) and its partners, Farnham Family Services, ConnexCare, Harbor Lights Chemical Dependency, and the Oswego County Health Department, to conduct a comprehensive, community-informed needs assessment and gap analysis as part of a U.S. Health Resources and Services Administration (HRSA) Rural Communities Opioid Response Program (RCORP) Planning Grant.

CGR collected and analyzed qualitative secondary data focused related to demographics, social determinants of health, opioid abuse, and the treatment and prevention system. We deployed an online survey to capture the views of those who are using or have used opioids and utilized a combination of key informant interviews and virtual focus groups with representatives from the prevention, treatment and recovery system; the health care system; government; higher education; first responder and law enforcement systems; the criminal justice system, and with youth.

Our assessment identified opportunities for strengthening Oswego County's system, including: expanding or establishing evidence-based approaches such as medication assisted treatment (MAT), Naloxone/NARCAN training and availability, safe syringe exchange services, and emergency department bridge programs; expanding internet connectivity to accommodate expanded telehealth services resulting from COVID-19 that could be extended post-pandemic; and expanding supportive housing, particularly for women and women with children, recovery centers, and peer support.

OCO and its partners will use this needs assessment to inform a strategic planning process to strengthen the opioid use treatment and recovery system in Oswego County.

**Reference:** Brian Coleman, Oswego County Opportunities, Inc., Director of Health & Nutrition Services, 315-598-4717, [bcoleman@oco.org](mailto:bcoleman@oco.org)

## Food Insecurity: Mapping the Charitable Food Network in Northwest Arkansas

The Walmart Foundation engaged CGR to provide rigorous examination of food insecurity and the charitable food system in Northwest Arkansas to inform and drive planning and collaboration among stakeholders concerned about food security within the two-county region. CGR collected and analyzed national and local demographic and socioeconomic data on food insecurity and related indicators, created an inventory and survey of local charitable food providers and their services, and analyzed qualitative data collected through focus groups with charitable food provider clients.

Deliverables included:

- An online, interactive **Food Insecurity Map** displaying the location and characteristics of food resources in the context of geographic socioeconomic data. <http://datascience.cgr.org/arkansas-food-insecurity/>
- A **written report** of findings, participant-generated ideas for improving the system and recommendations for action. <http://bit.ly/Addressing-Food-Insecurity>

The report and interactive map were released in 2019 and served to spark discussion, planning and action among local stakeholders. It has also served as an important tool for the Northwest Arkansas Food Bank in determining where to increase mobile services during the COVID-19 crisis.

Reference: Kent Eikenberry, NWA Food Bank, CEO, (479) 419-5392, [kent@NWAfoodbank.org](mailto:kent@NWAfoodbank.org)

## Oswego Poverty Reduction Needs Assessment

In 2016, CGR was engaged by Oswego County Opportunities (OCO) and the City of Oswego to complete a comprehensive needs assessment about the state of poverty in the City of Oswego to inform a work plan aimed at reducing the prevalence and





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impact of poverty. The City is one of sixteen communities in New York that received funding under the Empire State Poverty Reduction Initiative (ESPRI), which aims to identify and support locally developed anti-poverty efforts. Oswego's effort is being led by LIFT (Learn, Identify, Focus and Transform) Partners, which encompasses about 40 community leaders, service providers and residents.

CGR's assessment encompassed data collection and analysis, stakeholder interviews and focus groups (including many with low-income residents), a scan of effective approaches nationwide to combating poverty, and a survey of LIFT Partners to gather perspectives on poverty and information about programs and services available in the community to help low-income residents. It also included a number of recommendations to support low-income Oswego residents and help them become more economically self-sufficient.

Final Report (PDF) - Link: <https://bit.ly/LIFT-Oswego>

Interactive online report – Link: <https://www.cgr.org/oswego-ny-poverty/>

Contact: Diane Cooper Currier, Executive Director  
Oswego County Opportunities (OCO)  
315-598-4717 ext. 1017 [dcurrier@oco.org](mailto:dcurrier@oco.org)

## Assessing Community Needs in Suffolk County

In the aftermath of Super Storm Sandy, CGR was engaged by the Health and Welfare Council of Long Island in 2013 to conduct a community needs assessment. The need for such an assessment had emerged in early 2012 and became clear as the members of the Health and Welfare Council worked together to assist Long Islanders impacted by the storm. They recognized that the needs of the region's most vulnerable residents and the demands for services were changing and that the traditional approaches to addressing those needs also needed to change. The assessment encompassed data collection and analysis for 94 indicators as well as interviews and focus groups with leaders and stakeholders with particular focus on 8 areas: Housing; Crime; Jobs/Employment/Economy; Health & Welfare/Mental Health/Substance Abuse; Food; Transportation; Education; and Child Care.

Final Report: <https://bit.ly/SuffolkAssessment>

## Community Profiles - Massachusetts

CGR has a long history in community indicators projects, preparing reports and creating websites for communities throughout the Eastern U.S. In Massachusetts, we maintain and update indicator websites in Essex County and the MetroWest region of the state.

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CGR keenly understands the need to make data not only accessible but compelling to drive positive community change, and our indicator projects are designed to be user-friendly and engaging. For details on our projects and links to websites, please visit our website: <https://www.cgr.org/our-practice-areas/nonprofits-and-communities/>.

## **Impact Essex County**

<http://impactessexcounty.org/>

Impact Essex County is an initiative of the Essex County Community Foundation (ECCF). The website is aimed at creating a holistic picture of Essex County to deepen knowledge and understanding of the community and its local areas. The data and analysis of 100 indicators on this website serves as a common source of information on critical topics that affect progress in Essex County. The Community Foundation is working on countywide projects on critical issues including economic opportunity, arts and culture, and the environment, informed by indicators data. Data Stories help to highlight focus areas by making connections across indicators and topics in areas that deserve additional attention.

As part of the planning for this project, CGR helped plan, facilitate and gather input from key community stakeholders across the topic areas – Health, Education, Economy, etc.

## **Impact MetroWest**

<https://impactmw.org/>

The Foundation for MetroWest and Middlesex Savings Bank sponsored this project to bring awareness to and drive action around the strengths and challenges facing communities in the MetroWest region of Greater Boston. They engaged CGR to develop our 13<sup>th</sup> community indicators website. In addition to developing 50 indicators measuring well-being across areas from Children & Families to Economy & Workforce to Community Life. We also conducted a community survey, focus groups and interviews to gather perspectives and generate insights that the data alone don't provide.

Combined, this information has helped the community reflect on its assets, including high-tech jobs and well-educated workforce, and challenges, such as racial and ethnic disparities and the way that overall affluence obscures pockets of need and distress.

We are glad to answer any questions you may have about our proposal. Thank you for considering CGR for this important project – we would love to work with you to help you better understand the needs of your community.