

BUILDING ON A rich tradition. CREATING A strong future.

2005 ANNUAL REPORT

Center for Governmental Research Inc.





CGR

Providing Expertise that Empowers

The Center for Governmental Research (CGR)

serves the public interest by providing objective research,

consultation and implementation services to

empower government, business and nonprofit leaders

to improve the quality of their communities as

places to live and do business.

CGR delivers practical recommendations that drive

significant public policy action

and organizational change.

BUILDING ON A Legacy

On March 8, 1915, George Eastman sent the following telegram to Edward Bausch:

HAVE AGREED TO FINANCE BUREAU OF MUNICIPAL RESEARCH TERM OF FIVE YEARS
WILL YOU SERVE ON BOARD DIRECTORS ALONG WITH RHEES CUTLER HUBBELL
WATSON TOWNSON HICKEY TODD PRESIDENT CHAMBER COMMERCE EX OFFICIO
EASTMAN AND TWO OTHERS ADMINISTRATION PROMISES FULL COOPERATION.

In his press release four days later, Eastman cautioned that
*"no sudden or spectacular results need be looked for by the public.
The Bureau will go to work to ascertain its facts before venturing
to make any suggestions."*

Ninety years later, CGR continues the work of ascertaining facts
before making suggestions. CGR has remained faithful to Eastman's
vision and today is a highly regarded statewide resource. We provide
independent, non-partisan and objective analysis of critical public
issues on behalf of state and local government and community
organizations. As we begin our tenth decade of work, we are proud
to share both our past achievements and our present accomplishments.



ND CHRONICLE, H

CITY'S WAY OF DOING BUSINESS TO BE STUDIED

Research Bureau Will Begin Work Very Soon.

GEORGE EASTMAN BACKS IT

and Other Men of Prominence Will Maintain Bureau — Mayor Edgerton Makes Announcement of Project—Interested Mr. Eastman

Rochester is to have a bureau of municipal research that will be independent of the municipal government, so far as

THE ROCHESTER BUREAU OF MUNICIPAL RESEARCH

Was Incorporated April 20th, 1915.

The purpose of the Bureau is two-fold:

- 1—To get things done for the community through cooperation with persons who are in office, by increasing efficiency and eliminating waste.
- 2—To serve as an independent, non-partisan agency for keeping citizens informed about the city's business.

Every sincere and earnest in the public service is profited by the experience as to the



Thomas F. Judson, Jr.

CHAIRMAN

2005 marks the 90th anniversary of CGR. George Eastman's goal was to create an agency that would both provide non-partisan information to citizens and ensure responsible governance from public servants.

I'm pleased that we have remained faithful to this original vision and have continued in the tradition Eastman began in 1915.

In addition to celebrating this important anniversary, CGR also elected its ninth president, Kent Gardner. This year has been marked by the commemoration of our founding, the celebration of our work, and the commitment to an exciting future of insight, service and productivity.



I wish to acknowledge and recognize the outstanding contribution our previous president, Patty Malgieri, made during her 12-year tenure. CGR is recognized throughout New York State as the leading non-partisan organization of its type. Patty deserves great credit for leading this effort. I thank her on behalf of all CGR's friends and extend best wishes to her in her new career.

I also want to thank my fellow Trustees, Kent, our dedicated staff, and all our loyal supporters in advancing the mission of this remarkable organization. We are pleased to continue the legacy of George Eastman and look forward to building on our tradition of excellence.



Kent E. Gardner, Ph.D.

PRESIDENT AND CEO

Objective, non-partisan, informed, dispassionate analysis has distinguished CGR throughout its 90-year history. No, strike "dispassionate." I am sure that George Eastman, our founder, and Earl Weller, CGR's president during many of the Eastman years, were *passionate* about the facts, *passionate* about the public interest, *passionate* about the efficient use of community resources, *passionate* about effective public programs and *passionate* about improving the lives of New York's residents.

As I begin my tenure as an Earl Weller successor, I am struck by the passion and commitment of CGR's Board of Trustees and that of my fellow staff members. We are passionate about being informed and informing others, particularly when the issues are complex and do not lend themselves to simple answers. We are passionate about good government—*effective* government, *efficient* government, *transparent* government.

I have inherited a wonderful legacy. Patty Malgieri, my immediate predecessor, left an institution that is well respected throughout the State of New York,



financially sound, run by able and creative staff, and overseen by a wise and capable Board of Trustees.

Our 90th anniversary Annual Report is sprinkled with quotes and anecdotes from our early years. One story, perhaps apocryphal, has been passed along as CGR lore: as George Eastman came to the end of his life he asked Earl Weller if CGR should be endowed. "No, Mr. Eastman, if the community no longer

needs us, we should just go away." Apocryphal or not, it is consistent with Eastman's comment that the organization should continue until "the millennium in city government when it is so perfect that there is nothing... to do." As our work now extends throughout the State of New York, functional obsolescence hardly threatens our future. We are grateful for the opportunity to work with leaders across the State who share Eastman's vision of high-functioning public and non-profit sectors.

Thanks to our supporters, board members and clients, CGR is poised to continue to pursue its mission as we enter a new decade in our history.

Rochester

Evaluating the Impact of the Police Reorganization

ROCHESTER POLICE DEPARTMENT

CGR studied the impact of the Rochester Police Department's patrol sector reorganization for the six months after it was implemented and found that the Department had cut response time by an average of 10 percent and additionally, had saved more than \$940,000 in overtime costs.



photo courtesy Rochester Police

Improving Mediation Outcomes

CENTER FOR DISPUTE SETTLEMENT

CGR surveyed stakeholders and participants in the Center's Child Permanency Mediation Program. The survey found most respondents said the program created an environment for meaningful exchange and identified issues amenable to mediation, but fewer said the program was effective in developing a child-centered, family-oriented permanency plan. CGR recommended more selective use of mediation, more training, focusing on specific outcomes and increasing the understanding and acceptance of the program on the part of judges, attorneys and caseworkers.

**Genesee Valley Club,
421 East Avenue, Rochester, NY,
site of the Bureau's first
board meeting.**



Understanding How Rochester Addresses Quality-of-Life Issues

CITY OF ROCHESTER

In 1997, the City of Rochester introduced a new organization—the Neighborhood Empowerment Team (NET) Office—to improve the quality of life in City neighborhoods. The City asked CGR to evaluate whether the \$8 million spent annually on NET is a cost-effective way to address quality-of-life issues. CGR identified problem areas, ranging from vague goals to inconsistent enforcement; spelled out important actions the City should take, including separating code inspection and enforcement functions; and proposed four options for reorganizing current NET functions.



Strengthening Delivery of Fire Services

NORTH EAST JOINT FIRE DISTRICT

CGR assessed the need for an additional fire house in the North East Joint Fire District and recommended that a new station be built near the intersection of Schlegel and Phillips Roads. The study recommended that a pumper and light rescue vehicle be housed at the new station, estimated to cost \$2.3 million. CGR also studied renovation needs for the district's Station #1 and staffing needs throughout the fire district, including the possibility of hiring career firefighters in the future.

“Municipal research is a method, not a panacea. It aims not to make over either the man in office or the men who vote, but to give men as they are better methods of working for the public as it is; better methods of watching and judging what their public servants do.

There is not a city in the country where the majority of voters want inefficiency, waste, and dishonesty. There is not a city where the majority do not resent incompetence, waste, and dishonesty whenever and wherever they can see it. Municipal research will put a premium on efficiency and economy wherever it is so financed, and so equipped with experts, that it can keep alive between election times, interest in the reasons for good government and can provide nonpartisan, non-political, continuous emphasis upon the requirements, methods, and results — as distinct from the personalities and politics — of public business.”

George B. Hopkins

Twenty Years of Municipal Research, 1926

Western New York

Transforming Literacy Services

BUFFALO

In 2005, Good Schools for All, a component program of the Community Foundation for Greater Buffalo, and Buffalo Reads, a literacy coalition of more than 25 organizations, created an extensive planning process to bring about fundamental, systemic changes in the way literacy services are provided in the City of Buffalo. CGR was hired to conduct a needs assessment and analysis to help the coalition develop recommendations and strategies for a citywide plan. The project continues in 2006 with a series of focus groups with youth, parents and service providers to add more depth to the quantitative needs assessment analysis.



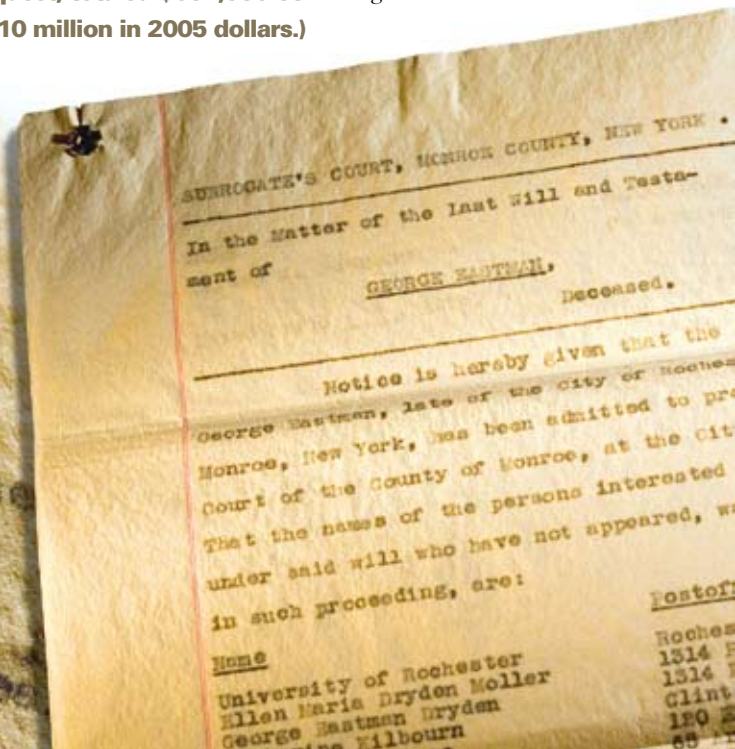
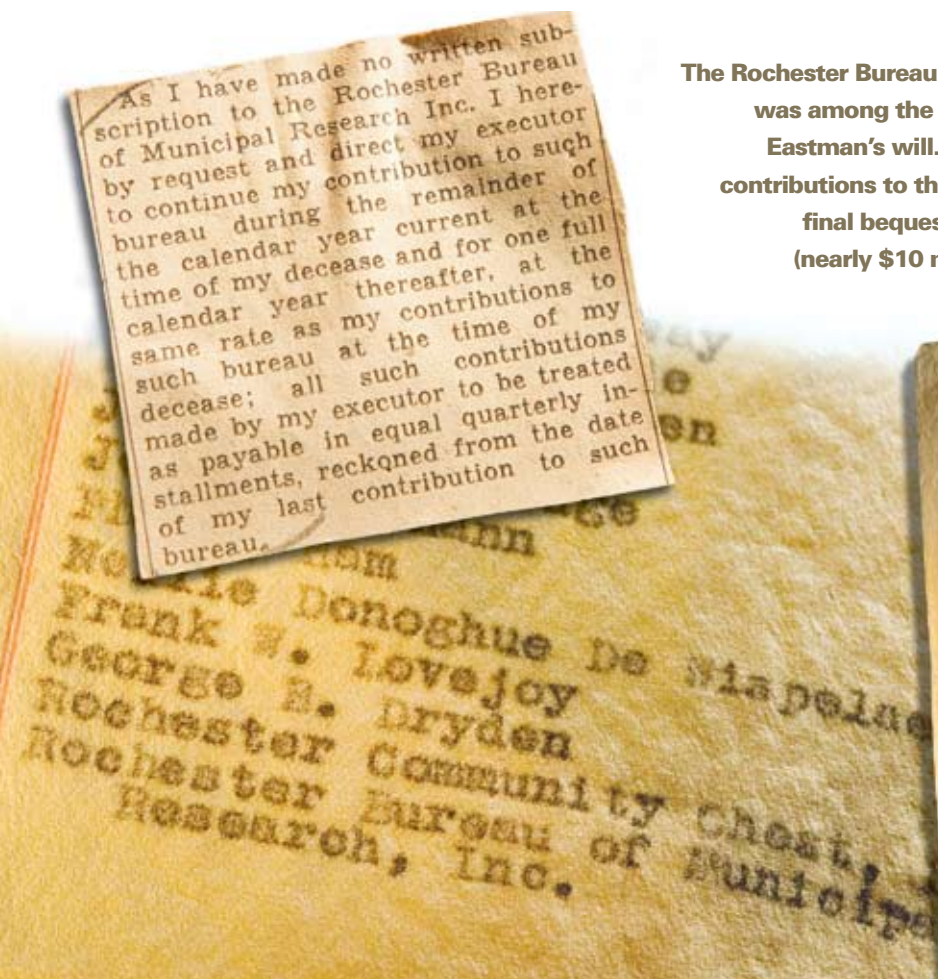
Determining the Economic and Social Impact of a Casino



NIAGARA FALLS

Engaged by Empire State Development Corporation (through its USA Niagara Development subsidiary), CGR assessed the net economic and fiscal impact of the Seneca Niagara Casino on the City of Niagara Falls. CGR found significant positive economic impact for the Niagara Falls region, but observed that the benefit was limited to the activity of the casino and the spending of its employees. Consistent with other studies of casino economic impact, CGR was unable to identify a significant catalytic impact in the City of Niagara Falls.

The Rochester Bureau of Municipal Research was among the beneficiaries named in Eastman's will. The sum of Eastman's contributions to the Bureau, including his final bequest, totaled \$651,936.53 (nearly \$10 million in 2005 dollars.)



Southern Tier

Identifying Options to Incarceration

STEBUBEN COUNTY

CGR identified ways the county could reduce the jail population by about 30 inmates per day and save county taxpayers at least \$876,000 annually. At the time of the study, the jail operated at or near capacity, and county officials sought to ensure their plans for an expanded facility would meet local needs for many years to come. CGR focused on the county's Alternatives to Incarceration (ATI) programs and overall criminal justice practices and their impact on the local jail population.

Improving Delivery of Criminal Justice Services

CHEMUNG COUNTY

An analysis of both criminal and juvenile justice systems is a work-in-progress for Chemung County.



CGR is assessing how the various components of the system operate, their impact on the county's jail and youth detention populations and related costs. CGR will make recommendations to county leaders in early 2006 on ways to strengthen

overall policies, practices and operations across all segments of the two systems, with a goal of improving cost effectiveness and efficiency while meeting public safety needs.

Bridging Gaps Between Mental Health and Developmental Disability Systems

BROOME COUNTY

Counties throughout New York struggle to address the needs of children and adolescents with co-occurring mental health and developmental disability conditions. CGR was hired to determine the numbers, characteristics and needs of Broome County children and adolescents with co-occurring conditions. CGR identified 300 individuals whose needs were not being met and made major recommendations for bridging gaps between the state's mental health and developmental disability service systems. The study has potential to become a catalyst for change statewide.

For nearly two decades George Eastman was the sole supporter of the Rochester Bureau of Municipal Research.



STATEMENT OF REVENUES AND EXPENSES OF THE ROCHESTER BUREAU OF MUNICIPAL RESEARCH					
Year	Contributions		Interest	Bulletin	Teaching Rochester Syracuse
	Mr. Eastman	Others			
1915	\$ 8,333.33	\$	\$ 81.44		
1916	20,000.00		66.75		
1917	31,081.05		20.51		
1918	31,024.86		86.50		
1919	30,000.00		146.73		
1920	36,000.00		126.99		
1921	34,245.00		129.56		
1922	35,000.00		94.99		
1923	36,550.00		149.07		
1924	38,000.00		193.87		
1925	46,218.04		100.09		
1926	42,660.00		144.05		
1927	41,485.00		153.83		
1928	37,820.00		439.05		
1929	37,820.00		596.95		
1930	36,597.00		750.37		
1931	36,368.00		759.30		
1932	36,367.25		790.60		
1933	36,367.25		805.68		
1934	36,367.00		713.68		
1935	20,100.00		304.62		1,000.00
1936	16,300.00		153.28		1,000.00
1937	18,050.00		125.15		900.00
1938	19,275.00		125.31	684.00	900.00
1939	18,025.00		125.31	541.00	675.00
1940	16,130.00				825.00
1941					600.00

Capital District

Developing New Strategies for Managing Juvenile Delinquents

SCHENECTADY

CGR worked with the City and County of Schenectady to thoroughly analyze and assess juvenile delinquency issues and risk factors and to help develop directions to reduce juvenile crime. Prepared for the Juvenile Crime Enforcement Coalition, this study reveals substantial risk factors for, and a growing incidence of, juvenile crime and delinquency in the City of Schenectady and it also underscores the increasing effectiveness of the juvenile justice system in diverting troubled youth from PINS and JD designations, family court proceedings and outside placements. Taken together the recommendations provide a solid foundation for the City of Schenectady as it moves to combat juvenile crime and delinquency.



Rethinking Child Welfare Services

ALBANY COUNTY

Albany County's Department for Children, Youth and Families hired CGR to help rethink its internal structure and processes for delivering child welfare services. CGR reviewed data, explored alternatives and developed recommendations for the Commissioner.



"Good citizenship consists in shaping sound public opinion, in building community morale, in exercising faithfully the right of suffrage, in respecting the laws and the various agencies by which life, liberty and the pursuit of happiness are guaranteed to us, in the maintaining of high standards of business integrity, and in accepting the products of our toil as a social trust to be used for the welfare of the public. The good citizen is a public servant."

Marion LeRoy Burton

Twenty Years of Municipal Research, 1926

Hudson Valley

Improving Human Services Delivery

ROCKLAND COUNTY

CGR completed a comprehensive analysis of Rockland County's largest human services departments (DSS, Health, Mental Health and Probation). The final report presented 10 recommendations for improved customer service via an efficient and effective delivery system.



Using the Internet for Community Assessment

DUTCHESS COUNTY

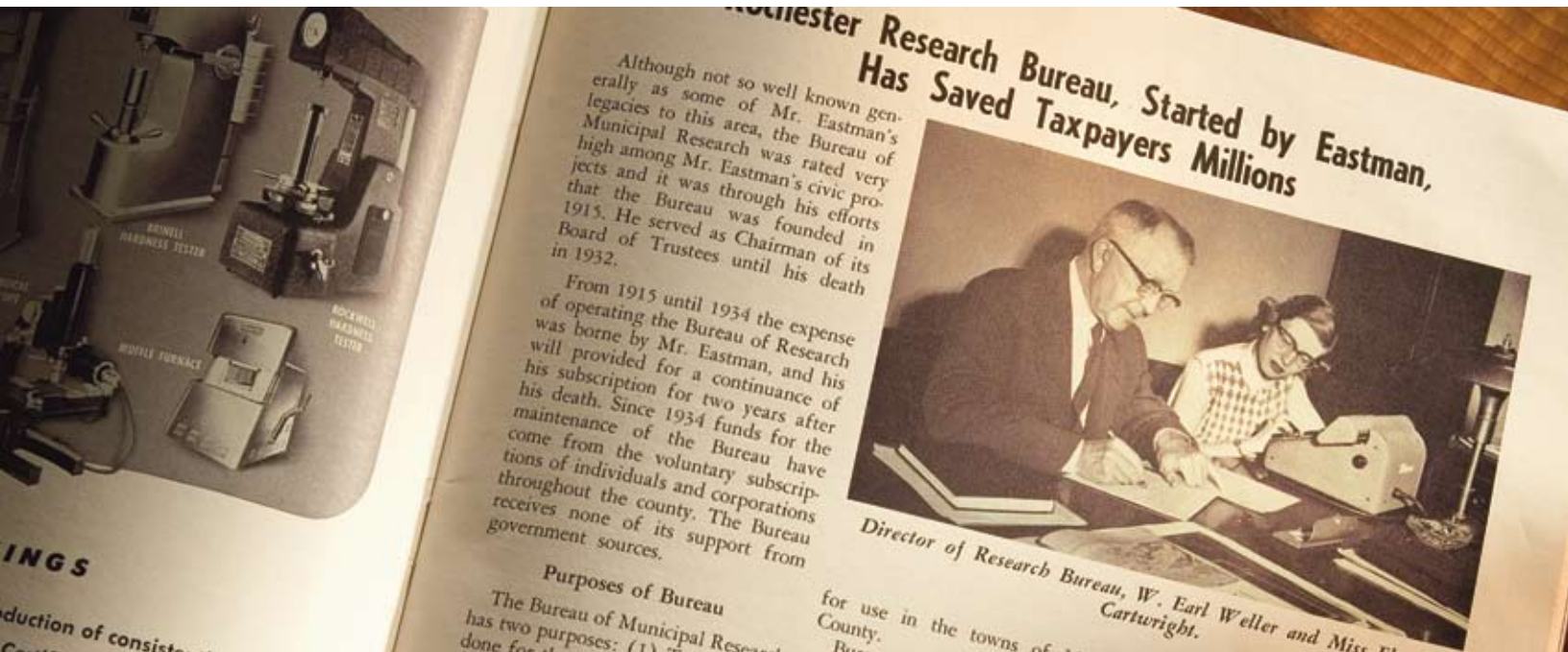
With support from the Dyson Foundation, CGR worked with a task force to explore the possibility of developing a web-based community assessment resource. CGR reviewed current practices, evaluated other web-based community data systems and proposed three different options for consideration.

Recommending New Approaches to Home Health Care Services

DUTCHESS COUNTY

CGR reviewed existing Long Term Home Health Care (LTHHC) and Certified Home Health Agencies (CHHAs) in Dutchess County, including County-run and private programs. CGR subsequently developed program options and a recommended approach for the County to consider as it reevaluates the direct provision of home health care services.

The 1954 George Eastman Commemorative Issue, published by the Rochester Chamber of Commerce, featured this article on the Rochester Bureau of Municipal Research.



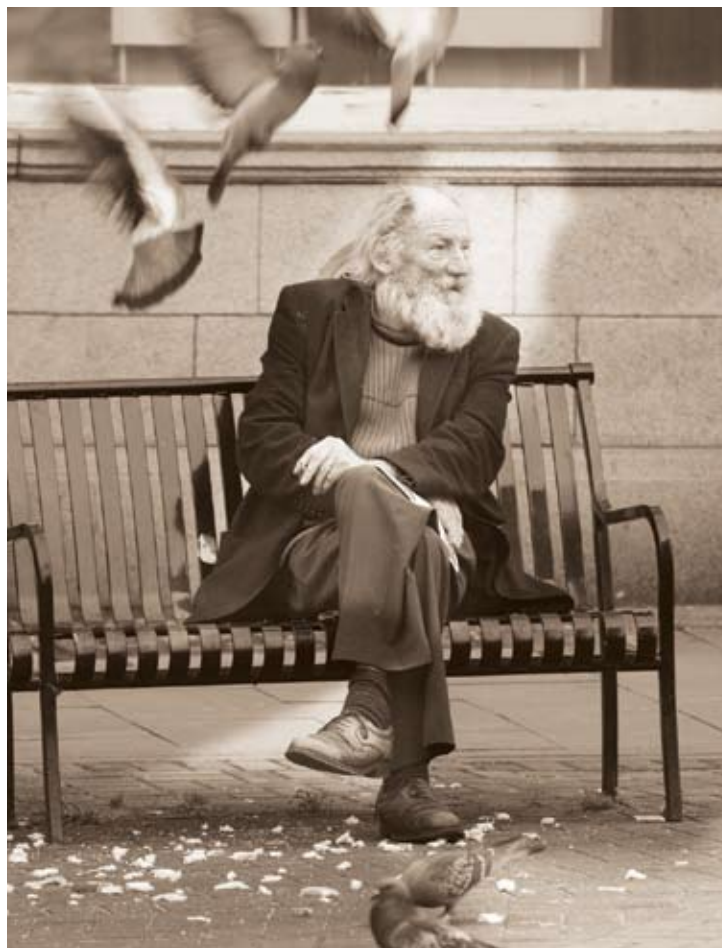
Metro New York

Redesigning NYC's Approach to Homeless Shelters

NEW YORK CITY

CGR provided consulting services for the New York City Department of Homeless Services, under the Mayor's Uniting for Solutions Beyond Shelter initiative, which brought together the public, non-profit and business sectors in a coordinated campaign to reduce homelessness in the City. The program was initiated to help guide the City from heavy reliance on homeless shelters to a greater focus on prevention and affordable housing solutions. With DHS staff, CGR identified criteria important in determining which homeless shelters citywide should be de-commissioned in coming years. After identifying and quantifying the criteria, CGR developed a Microsoft Access database tool that allows DHS staff to weight criteria, generate a score for each shelter, and ultimately rank the shelters in the order they should be considered for "take-down."

NYC leaders view this user-friendly tool as playing a critical role in



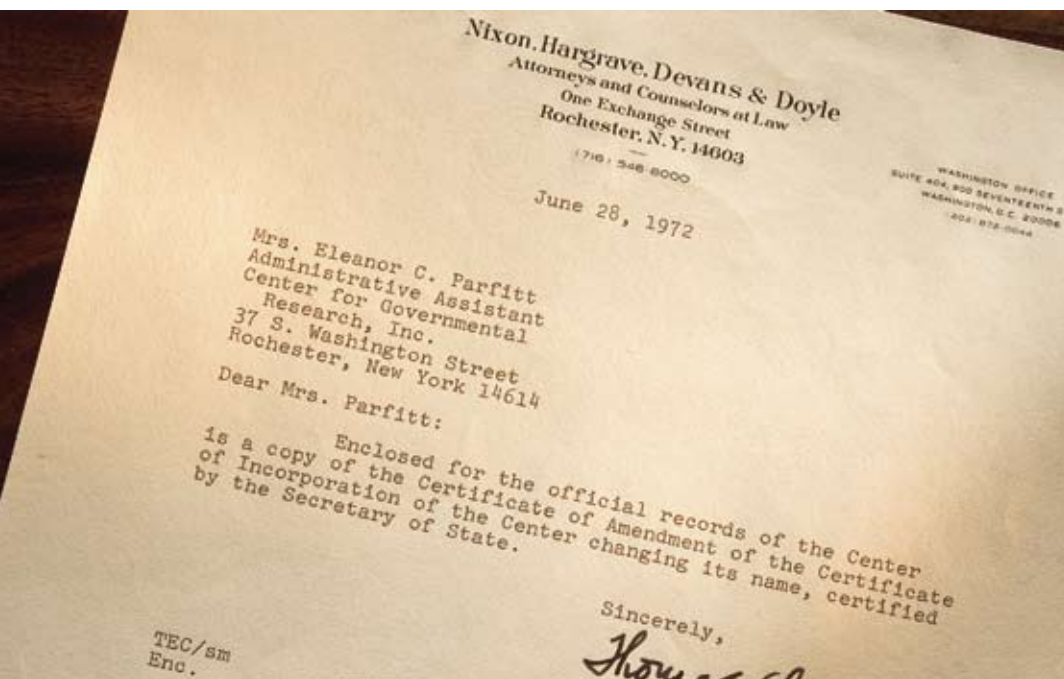
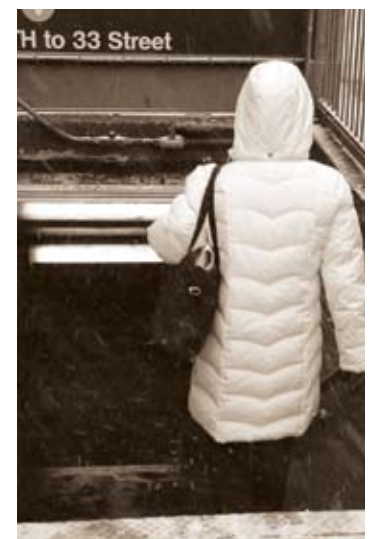
decisions about shelter take-downs in the near future and as a means

of assessing the financial and geographic impacts of such decisions.

Targeting Economic Development

YONKERS

The Ridge Hill development in Yonkers will create a stream of revenue over an extended period as a result of a ground lease between the City and a private developer. CGR assessed the likely economic impact of a mechanism that would have allowed the funds to support targeted economic development in the City of Yonkers.



Long Island

Rethinking Police Department Configuration

WESTHAMPTON

CGR studied the staffing and configuration of the Westhampton Police Department and concluded the Department had a sufficient number of police officers (in fact, it was above a recommended ratio, albeit with residents who appear willing to fund a high level of service) but that it could consider adding officers and supervisors in order to provide round-the-clock coverage.



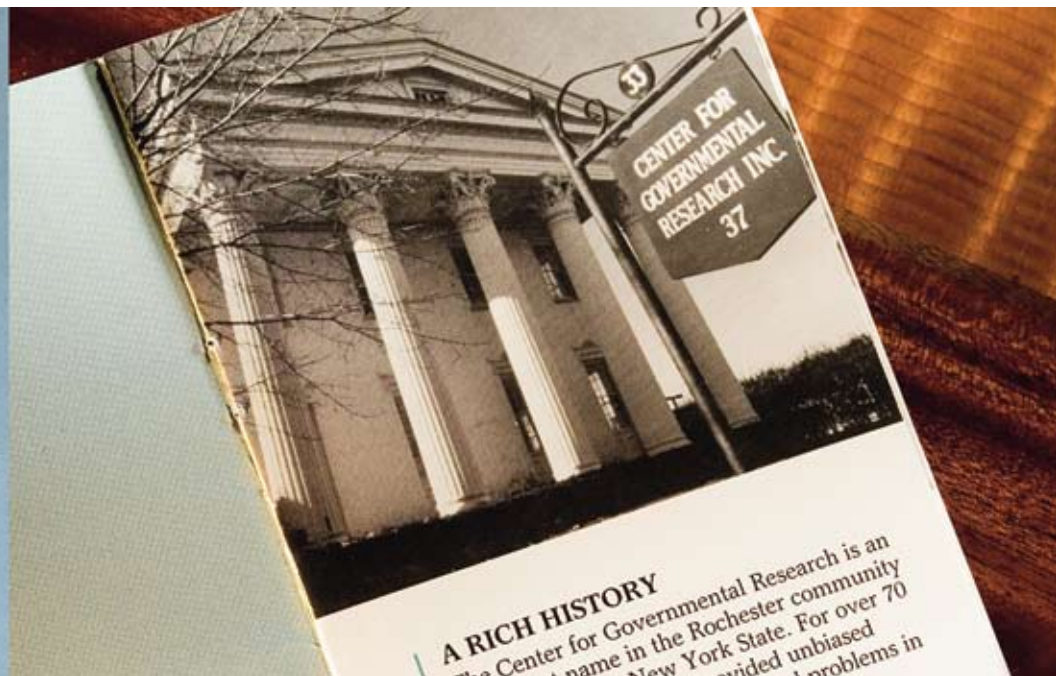
Understanding the Cost of Living on Long Island

LONG ISLAND

CGR helped the Rauch Foundation analyze the costs of all levels of local government and school districts on Long Island.



In 1972, after nearly 60 years as the Bureau of Municipal Research, the organization changed its name to reflect the broader scope of its work.



Statewide Issues

Estimating Costs for a New Lead Abatement Initiative

NATIONAL PAINT AND COATINGS ASSOCIATION

As a coalition of groups worked to pass lead abatement legislation in the NYS Legislature, CGR was asked to draft the “fiscal note” that accompanies legislation slated for a vote. The fiscal note assesses the net impact of the proposed legislation on all levels of government.



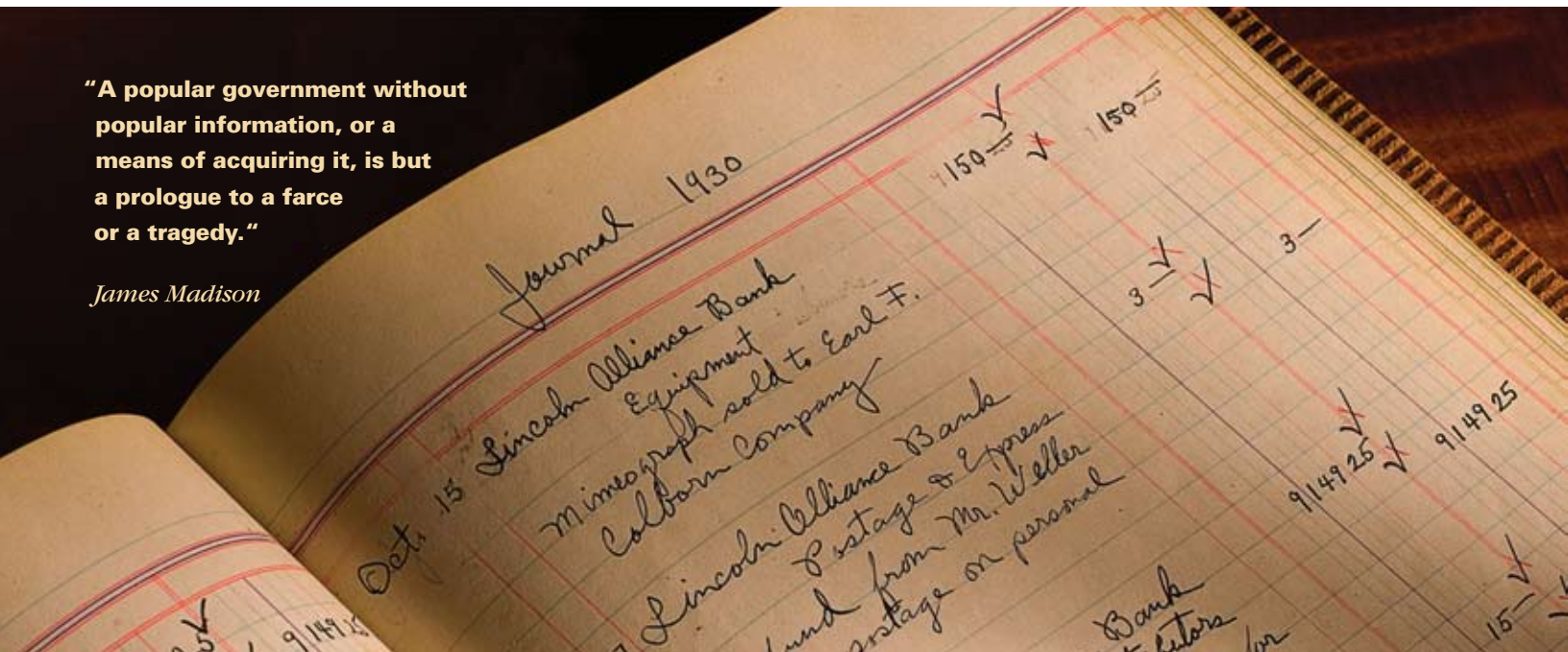
Assessing the Potential Economic Impact of Stem Cell Research

UNIVERSITY OF ROCHESTER MEDICAL CENTER

CGR considered the potential economic impact of creating a Stem Cell Research Fund for NYS. The Fund would be used to encourage leading researchers to continue working in NYS instead of other jurisdictions (e.g. California, New Jersey) that have created such funds.

“A popular government without popular information, or a means of acquiring it, is but a prologue to a farce or a tragedy.”

James Madison



Containing Medicaid Costs

OPTIONS FOR NEW YORK STATE

Medicaid in New York is in critical condition. Both the Governor's budget and the Comptroller's recent report about the Medicaid cost burden on New York's counties highlight the matter. While the 2005-06 State budget has begun to make significant changes to Medicaid costs, increasing pressures from residents' ongoing needs and potential changes at the federal level make Medicaid reform imperative. If left unchecked, New York's Medicaid program will consume more than half the State budget within six years.



Capitalizing on Prevention

THE BENEFITS OF EARLY INTERVENTION

Across the nation, models of successful, cost-effective prevention services should remind New Yorkers that careful planning based on reliable data can result in programs whose benefits outweigh—by a considerable margin—their costs.

Scrutinizing Pork-barrel Spending

MEMBER ITEMS AND THEIR COST

Pork-barrel spending has reached new heights in New York. CGR began in-depth studies on the \$200 million a year in "member items" handed out by lawmakers to favored programs and the \$1.4 billion borrowed since 1997 for such projects.

Maximizing Public Education Dollars

GETTING VALUE FOR OUR MONEY

New York State's spending on public education is the second highest in the nation. The Court of Appeals has ruled that New York's education funding formula must be reformed. As New Yorkers contemplate changing how they pay for schools to educate students, questions of equity, performance and accountability must be considered.

"Get the facts. Get all the facts if possible. Suspend judgment, hold up the program until all the facts obtainable are dug up, analyzed, related to other facts. Then proceed without bias or prejudice, without superstition or *a priori* assumptions, — go ahead on the basis of facts and logic only... And the spirit of research, upon which all modern material progress must be based has come to be no less the foundation of wholesome activity and progress in education, religion, sociology, industrialism, commerce and politics."

Detroit News, September 10, 1927

Rump Group Initiatives

George Eastman believed the private and public sectors share responsibility for creating sound public policy. CGR assists and advises the Rump Group—Rochester's CEO group—on issues critical to making Rochester and New York State good places to live and work.

Informing Voters

ROCHESTER'S MAYORAL ELECTION

Rochester entered a new phase in 2005 with the retirement of Mayor William Johnson, Jr. and the election of Robert Duffy. CGR played a role in the election process by developing and analyzing candidate questionnaires to help the Rump Group, the business community and the entire electorate understand the candidates' positions on the critical issues facing the City.

Examining Upstate's Economy

ECONOMIC DEVELOPMENT NEEDS

Upstate needs an agenda for economic development and CGR provided research, technical assistance and advice to the Rump Group on changes in state policy aimed at jump-starting the Upstate economy.

Helping At-Risk Youth

HILLSIDE WORK-SCHOLARSHIP CONNECTION

CGR conducted data analysis and interviews to update its 2004 evaluation of the Hillside Work-Scholarship Connection, a program that's been successful in increasing graduation rates among at-risk City youth. CGR was engaged by the Rump Group to revisit the program and provide advice concerning expansion plans.



Rochester Times Union, 1977





Susan M. Barnes

CHIEF FINANCIAL OFFICER

I'm pleased to report that CGR's 90th year in operation has been a successful one. Not only have we continued to further a research agenda that has remained true to our mission of serving the public interest, but we have also done so in an increasingly challenging business climate.

CGR relies on smart budgeting, careful project oversight and prudent financial management to ensure our fiscal stability. We do so with a team of committed research professionals whose dedication has been a hallmark of our organization. Our investment in the resources of our organization, in terms of both staff development and technological infrastructure, and our commitment to continuous improvement, mean that our future remains strong.

Those who support us with their contributions do so knowing that our Fund for the Public Interest allows us to pursue important research issues that matter to all of our stakeholders. Through these and other projects, CGR's staff of experts continues to give community



leaders and citizens alike the information they need.

Among our accomplishments this year we are pleased to note the following:

- An annual campaign that exceeded budget projections by over 60%;
- Consistent growth in investments, including endowment and board-designated funds;
- Continued management of cash flow with no use of our line of credit;
- Maintenance of a strong project backlog (contracted projects "in the pipeline") at levels consistent with those specified by our strategic plan.

As we begin our tenth decade of operation, we are proud of the past we share with so many in our community and look forward to a future of strength, impact and stability. Statements detailing CGR's financial position as of December 31, 2005 will be available by May, 2006. Please contact me at (585) 327-7050 or visit our website at www.cgr.org.

INDIVIDUAL Support

Eastman Circle

\$5,000 AND ABOVE

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*In honor of Don Pryor

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EASTMAN KODAK COMPANY
ROCHESTER, N.Y.

RECEIVED	7/17/28	NO. 8306
SUBJECT	Finance	
BACK NO.		
FORWARD NO.		

Mr. W. Earl Weller,
Bureau of Municipal Research,
Rochester, N.Y.

My dear Mr. Weller:

Herewith I am sending you check for \$9,455.00 for the third quarter of 1928.

Yours very truly,

July 17, 1928.



CORPORATE AND FOUNDATION Support

CGR Founders' Circle \$50,000 AND ABOVE

Gleason Foundation
Eastman Kodak Company

CGR Sponsor \$2,500 TO \$4,999

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CGR Sustainer UP TO \$499

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CGR boardroom, 37 S. Washington Street



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The Canandaigua National Bank
& Trust Company

Tom Hiatt
Retired
Eastman Kodak Company

Paul Holloway
Partner
Harter, Secrest & Emery

G. Jean Howard
Executive Director
Wilson Commencement Park

Peter Hunt
President and CEO
Hunt Real Estate Corporation

Jeanne B. Hutchins
Community Volunteer

William A. Johnson, Jr.
Mayor
City of Rochester

Thomas F. Judson, Jr.
President
The Pike Company

Gerald Kelly
President
Gerald Kelly Capital

Dale Keyser
Senior VP Personal
Asset Management
J.P.Morgan Chase

Joseph Klein
President
Klein Steel Service, Inc.

James Laurito
President
RGS Energy Group

R. Wayne LeChase
Chairman and CEO
LeChase Construction

David Mack
Senior VP, Corporate Relations
The Lifetime Healthcare Companies

Ilene Marcus
Chief of Staff
Metropolitan Council
on Jewish Poverty

Augustin Melendez
Director and VP Human Resources
Global Manufacturing
Eastman Kodak Company

Deborah McLean Quinn
Partner
Nixon Peabody LLP

Clayton Osborne
VP Human Resources/Diversity &
Workforce Environment
Bausch & Lomb, Inc.

Sandra Parker
President
Rochester Business Alliance

Lawrence Peckham
Retired
LPA, Inc.

Venkat Purushotham
President
NexPress

Leonard E. Redon
VP Western Operations
Paychex, Inc.

Thomas Richards
Retired
Rochester Gas and Electric

Peter G. Robinson
VP and Chief Operating Officer
University of Rochester
Medical Center

Some of
the original
trustees
of the
Rochester
Bureau.

GEORGE EASTMAN, Chairman.
JAMES S. WATSON, Vice-Chairman.
ANDREW J. TOWNSON, Treasurer.
LEROY E. SNYDER, Secretary.
LEROY E. SNYDER, Director.

TRUSTEES.

EDWARD BAUSCH, - - - Rochester, New York
JAMES G. CUTLER, - - - Rochester, New York
GEORGE EASTMAN, - - - Rochester, New York
JEREMIAH G. HICKEY, - - - Rochester, New York
WALTER S. HUBBELL, - - - Rochester, New York
ABRAM J. KATZ, - - - Rochester, N
HENRY W. MORGAN, - - -

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COOPERATION

Richard M. Samuels
Retired
Mobil Chemical Company

Robert S. Sherwood
Retired
Gleason Works

Albert Simone
President
Rochester Institute of Technology

Amy Tait
Tait Realty Corporation

Brian J. Thompson
Provost Emeritus
University of Rochester

William G. von Berg
Retired
Sybron Corporation

Richard S. Warshof
Retired
Sybron Corporation

Robert D. Wayland-Smith
Retired
Chase Manhattan Bank

Linda S. Weinstein
President
Charitable Concepts

Louise Woerner
Chairman and CEO
HCR

M. Wayne Zyra
President
Monroe County Legislature

Affiliations as of 12-31-05

President and CEO

Kent E. Gardner, Ph.D.

Administration

Susan Barnes
Chief Financial Officer

Katherine McCloskey
Office, Technology and
Research Assistant

Karen Yorks
Office Manager

Directors

Susan A. Lepler, M.P.A., M.S.W.
Integrated Services for
Children and Families

Donald E. Pryor, Ph.D.
Human Services Analysis

Rebecca Sumner, Ph.D.
Development and
Communications

Charles M. Zettek, Jr., M.S.
Government
Management Services

Research Staff

Sarah E. Boyce, M.S.P.H.
Associate Director, Health and
Social Policy

Vicki Brown
Senior Research Associate

Erika Rosenberg
Research Associate

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"You must have in any city... at least one independent newspaper and a well-financed independent fact-finding agency for studying municipal questions. The fact-finding agency is fundamental and necessary because without it independent opinion lacks the material for solid judgment and the independent newspaper is essential because without it disinterested judgment and disinterested analysis of the work of government cannot be obtained or brought before the public."

Walter Lippmann

Pittsburg and Erie Coal Company
GAS AND STEAM COALS
Erie, Pa. 4/4/32

Dear Mr. Weller,
Rochester NY

I feel very badly over Mr. Eastman's death. I wish you, if you could, would write me just a line. It is long enough to live and work for. I found life so worthwhile. I wish to know how you are getting on.

Pittsburg and Erie Coal Company
GAS AND STEAM COALS
Erie, Pa. 4/6/32

Dear Mr. Earl Weller,
Rochester NY

Dear Mr. Weller, I have always loved to live a clean life. He is still alive in the country. He has added his name to the list. I will never forget the way he helped and met us in Erie. Or the way you got him to help us.

Eastman because of his way out. It is inspiring to me to have a man conquer the world as he did. So few people finish a piece of work in a clean and prompt way. I have said this whenever the question came up. He is still alive in the example he set up in very many minds. He is a standard to more people than you in your close contact and me in my casual and limited contact. This country needs more able volunteers every day. Girard, Peabody, Hopkins, Eastman. He has added his name to the list. And will add others. I will never forget the way he helped and met us in Erie. Or the way you got him to help us.

Pittsburg and Erie Coal Company
GAS AND STEAM COALS
Erie, Pa. 7/6/32

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Rochester NY

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Pittsburg and Erie Coal Company
GAS AND STEAM COALS
Erie, Pa. 7/9/32

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Rochester NY

Dear Mr. Weller, I have always loved to live a clean life. He is still alive in the country. He has added his name to the list. I will never forget the way he helped and met us in Erie. Or the way you got him to help us.

I understand perfectly. My admiration for Mr. Eastman and for you was so great that I dared to ask you the question of Mr. Eastman. It was a privilege to have you write me as you did. A letter like that makes life worth while. Sincerely, George B. Taylor

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A Mr. Taylor to Mr. Weller
March 16, 1932

Pittsburg and Erie Coal Company;
Gas and Steam Coals; Erie, Pa.
Mr. W. Earl Weller, Rochester NY
Dear Mr. Weller, I feel very badly over Mr. Eastman's death. Won't you, if you can find time, write me just a line. It's bad enough to lose such a man, but equally bad to think he found his life not worth while. Was he seriously sick? We feel deeply indebted to him as we do to you in getting his help for us. Yrs. George B. Taylor

B Mr. Taylor reply of
April 6, 1932

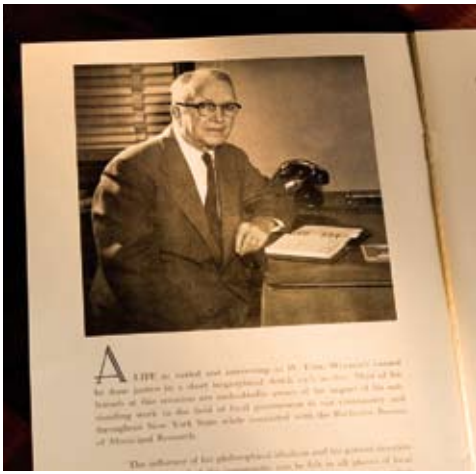
Pittsburg and Erie Coal Company;
Gas and Steam Coals; Erie, Pa.
Mr. W. Earl Weller, Rochester NY
Dear Mr. Weller. I think more of Mr. Eastman because of his way out. It is inspiring to me to have a man conquer the world as he did. So few people finish a piece of work in a clean and prompt way. I have said this whenever the question came up. He is still alive in the example he set up in very many minds. He is a standard to more people than you in your close contact and me in my casual and limited contact. This country needs more able volunteers every day. Girard, Peabody, Hopkins, Eastman. He has added his name to the list. And will add others. I will never forget the way he helped and met us in Erie. Or the way you got him to help us.
Yours, George B. Taylor

C Mr. Taylor reply of
April 6, 1932

Pittsburg and Erie Coal Company
Gas and Steam Coals; Erie, Pa.
Mr. W. Earl Weller, Rochester NY
Dear Mr. Weller. Some of us here think yours is such an unusual letter about an unusual man that we would like to publish it. Will you give us your permission to do so? If you do not care to have your letter made public we will of course be so guided. I thought it would do Mr. Eastman justice and keep his ideals alive here just that much more. Yrs. George B. Taylor

D Mr. Taylor reply of
April 8, 1932

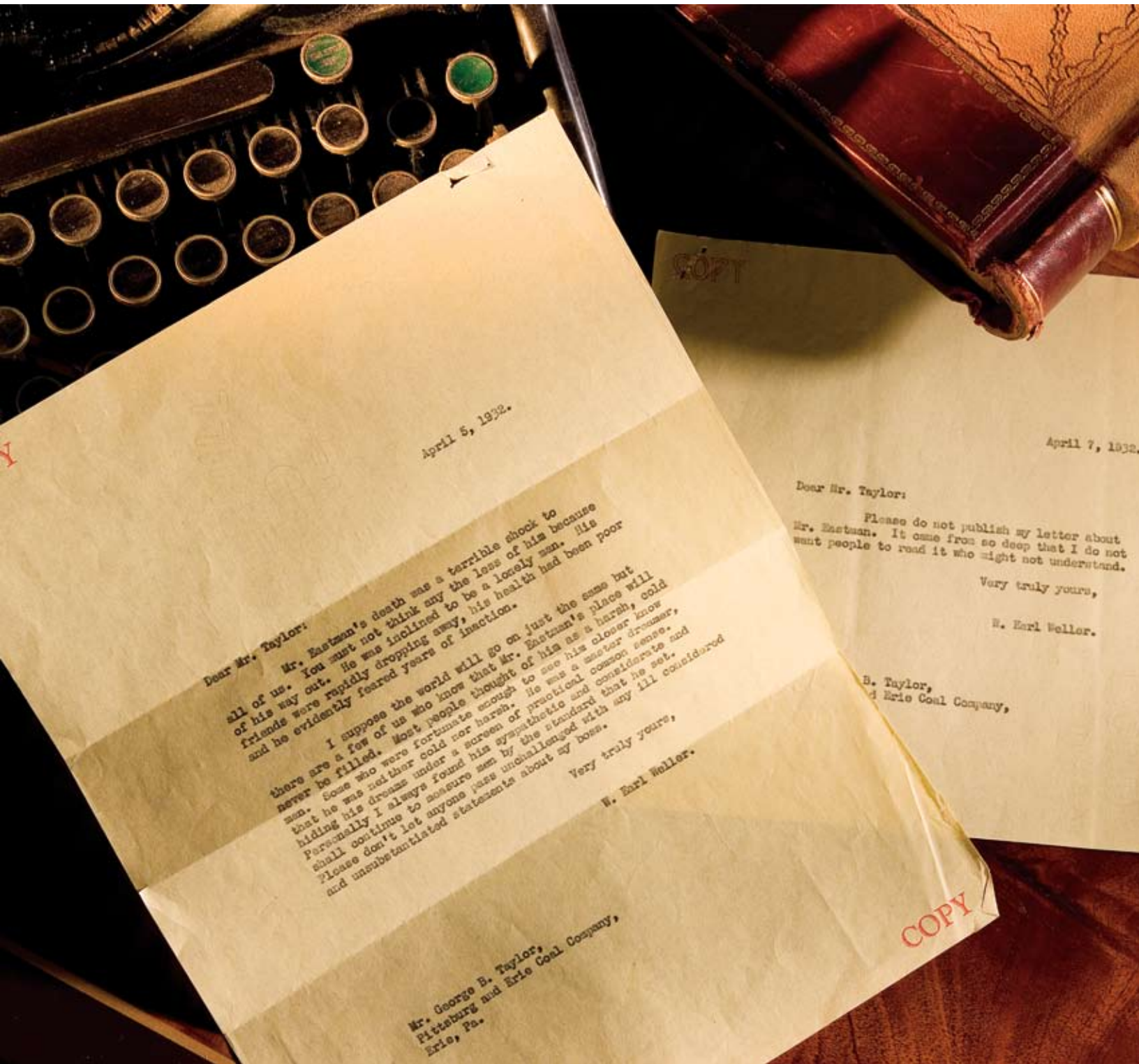
Pittsburg and Erie Coal Company
Gas and Steam Coals; Erie, Pa.
Mr. W. Earl Weller, Rochester NY
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W. Earl Weller, 4th president of the Bureau.

In 1928, at the invitation of a committee of five businessmen from Erie, Pennsylvania, and on the condition that he need not speak, Eastman reluctantly agreed to attend a dinner in that city for the purpose of helping them to establish a Bureau of Municipal Research. At the close of the evening, while Eastman was surrounded by guests eager to understand the Rochester Bureau and its workings, organizers circulated subscriptions for pledges..

In one evening, they had raised money for three years of operation. George Taylor, of Pittsburg and Erie Coal Company, was among the group that night and remained grateful for Eastman's help. Two days after Eastman's death, Taylor wrote to the President of the Rochester Bureau, W. Earl Weller, hoping to understand better what had happened. Their brief correspondence, published here for the first time, speaks to Eastman's vision and CGR's history.





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