



**Croton-on-Hudson Court Operations & Efficiency Review
Revised - Version 2/23/26**

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 is a consulting organization that partners with public and nonprofit leaders, providing data-driven insights and tailored solutions to build stronger communities.

Our Vision

We envision a future where all communities are safe, equitable and thriving.

Our Values

Independent
Versatile
Curious
Integrity
Collaboration
Equity



Qualifications and Experience

CGR delivers results to the municipal, education, nonprofit and business-civic sectors through objective analysis, mission-critical data and strategic counsel. CGR has extensive experience delivering technical assistance to local governments and community engagement practices. Our team of consultants has a keen understanding of public safety, government operations, strategic planning, financial projections, and meeting community expectations. Few organizations have delivered more technical assistance on key issues to local governments than CGR.

Our work in the past 10 years alone includes dozens of municipal service, budgetary and planning restructuring engagements, and service delivery redesign efforts in areas such as fire protection, emergency medical services, code enforcement and city administration. Our website, cgr.org, provides an overview of our recent portfolio of projects. We are proudly headquartered in Rochester NY and have especially deep knowledge of municipal government in our home state. We have also worked with communities on issues facing local government in Arkansas, Connecticut, Maine, Massachusetts, New Jersey, Ohio, Pennsylvania, Vermont and Wisconsin.

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. We are adept at facilitating focus groups and public forms with diverse constituents to understand community and cultural perspectives, interviewing a diverse array of key stakeholders to gather a representative sample of information, and effectively delivering well-crafted and accessible surveys.

Actionable Deliverables: CGR understands that the work we do isn't just about gathering and analyzing data, but rather about generating an accessible, actionable and comprehensive deliverable with content that is useful to create change and that identifies priorities and provides an action plan to improve the quality of life of our client's communities.

Equity: CGR is committed to continually 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 our methodological approaches to research.

Recent CGR Clients include

- Allegany County (NY)
- Auburn and Lewiston, City (ME)
- Avon, Town (CT)
- Broome County (NY)
- Chautauqua County (NY)
- Cheektowaga, Town (NY)
- DuBois, City (PA)
- Empire State Development Corporation (NY)
- Essex County (NY)
- Greenburgh, Town (NY)
- Herkimer County (NY)
- Hinesburg, Town (VT)
- Kingston, City (NY)
- Kiryas Joel, Village (NY)
- Lancaster, Village (NY)
- Massena, Town/Village (NY)
- Meadville, City (PA)
- Mellenville, Town (NY)
- Monroe County (NY)
- Mount Vernon, City (NY)
- New York City (NY)
- New York State
- New Rochelle, City (NY)
- Newton (MA)
- Ocean County (NJ)
- Ontario County (NY)
- Orange County (NY)
- Oswego County (NY)
- Princeton (NJ)
- Queensbury, Town (NY)
- Racine, City (WI)
- Raritan, Town (NJ)
- Ridgefield Park (NJ)
- Rochester, City (NY)
- Rockland County (NY)
- Rosendale, Town (NY)
- Rye, Town (NY)
- Syracuse, City (NY)
- Templeton, Town (MA)
- Ticonderoga, Town (NY)
- Tompkins County (NY)
- Wildwood, City (NJ)
- Yonkers, City (NY)





CONTACT INFORMATION

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Introduction

The Center for Governmental Research (CGR) is pleased to respond to the Village of Croton-on-Hudson's request for a proposal to study the operations and efficiency of the Village Justice Court, which will include consideration of a possible dissolution/consolidation with the Town of Cortlandt Justice Court. The assistance sought by the Village requires a consultant team with a keen understanding of government reorganization, municipal shared services, justice court responsibilities and operations, and community expectations.

CGR has conducted more municipal consolidation studies and delivered more technical assistance to regional and local governments on the issues of government efficiency and shared services than any organization in the Northeast, with extensive experience in New York. Our work in the past ten years alone includes dozens of municipal service, budgetary and restructuring engagements, as well as service delivery redesign efforts. Justice courts have been an integral part of many of our government efficiency projects. We have analyzed the operations of Village and Town courts as part of county-wide shared service projects, as well as in our analyses of village dissolutions and municipal consolidations.

Project Understanding

In the wake of rising costs and revenue limitations following the COVID-19 pandemic, the Village Manager has previously explored whether court proceedings could be more efficiently conducted at the Town level, which could potentially result in cost savings for Village residents.

In light of a diversity of opinions in the Village on this issue, the Village Manager has requested that CGR perform a detailed, impartial analysis of the operations and efficiency of the court, identifying current strengths and weaknesses, opportunities for improvement, and examining the pros and cons of maintaining the status quo, versus change.

Project Approach

CGR's approach to this study will include both quantitative and qualitative components, including an analysis of relevant numerical and financial data, and discussions/interviews with key staff and legal stakeholders to get their perspectives and understand specific considerations and questions that should be addressed in the course of the study.

This review will also evaluate:

- The current administrative structure of the Village Court;
- Its day-to-day operations and services;
- The Court's short- and long-term budget needs;
- Legal requirements and regulations relevant to the Court;

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- The volume, nature and distribution of fines and fees generated through the Court;
 - The process through which current court staff might be transferred to the Town of Cortlandt Justice Court;
 - State aid and grant-funding opportunities to support a transition to the Town Court, if desired; and
 - The positive and negative experiences of other municipalities that have dissolved local justice courts, or attempted to do so.

Proposed Scope of Services

Our proposed work plan is provided below. A final work plan is subject to revisions based upon an initial kickoff meeting, as well as any other necessary revisions approved by all parties as the project progresses.

The scope and methodology are predicated on the assumption that the project team will have full access to financial and governance information, operational records and facilities for the Village court. We further anticipate both entities will assist in identifying relevant records and critical staff / stakeholders to be interviewed, and provide general context and regular feedback throughout the project.

The methodology is described below in a series of distinct tasks, for ease of understanding and to give a better sense of project “flow.” However, certain tasks will necessarily overlap as the project progresses.

Task 1: Project Initiation

CGR’s project team will meet with the Village as soon as possible following receipt of an executed contract. At this kickoff meeting, CGR will:

- Review the goals and objectives of the study;
- Review the project scope and key deliverables;
- Clarify oversight of the project, whether by Village leadership or a steering committee that includes representatives of the Village and Town courts;
- Agree on a protocol for conveying information and regular progress reports to the Village or a project steering committee throughout the project;
- Identify key liaisons among the municipalities and CGR;
- Review data and information resources required by CGR’s project team in the immediate term;
- Identify key officials, staff and stakeholders who should be interviewed as part of the project; and
- Review the overall project timetable.

Subsequent to this meeting, CGR will develop and submit a final summary project work plan and timetable / flowchart to the working group.

Task 2: Baseline Data Collection and Synthesis

CGR typically approaches reorganization studies by first conducting a comprehensive baseline review of existing services. This review will provide our project team and the Village with a shared information baseline from which to evaluate the current efficiency and operations of the Village Justice Court. CGR's baseline review of existing conditions in the justice court will assess the type and level of services currently delivered, along with documentation of costs, caseload, calendar of proceedings, staff allocation, and facilities, records and technology needs.

Village & Court interviews

The baseline review would be informed by a site visit to the municipal court and in-person interviews with the following individuals:

- Village Justice
- Village Prosecutor
- Village Court Clerk
- Mayor
- Village Manager
- Cortlandt's Supervisor
- Cortlandt Town Justice

Law enforcement interviews

CGR will also conduct interviews with a relevant representative of the law enforcement units bringing the most cases to court, including:

- Village Police Department
- MTA Police
- Local State Police unit

Attorneys focus group

As well, CGR will conduct a focus group of defense attorneys who regularly appear in front of the court to gain their perspective and input on the current operations and the impact of potential changes on their work and the clients they serve.

Court data

Additionally, CGR plans to collect the following, at minimum:

- All available data on caseloads going back at least three years;
- Any data on the number of cases processed during each court session;
- Typical offenses and violations handled by the court;
- Detailed budgets and actuals for the court for the past three to five years;
- A breakdown of fine revenue by source for the past three to five years;
- A summary of the court's administrative structure;
- Current approach to document / records storage and practices for records retention and disposal, where applicable;
- All available records or data on existing technology used by each court, including software, computer systems, phones and office equipment;
- Records on staffing levels / head counts for the past three to five years;
- Job descriptions for staff and further details on each position's responsibilities;
- Any relevant collective bargaining agreements for staff, including current benefits arrangements; and
- Descriptions of arrangements or agreements with any partner agencies for court business, including Westchester County Police, municipal police, and the Westchester County District Attorney's Office.

CGR also will identify 2 other municipalities in New York State that have undergone recent judicial mergers or dissolutions – preferably, village justice courts. We will conduct phone interviews with justices in these communities to gather information about outcomes, challenges, logistics, and advice for the Village of Croton on Hudson. Our baseline report will incorporate the results of these interviews.

The project team will provide a written summary of its baseline review to the Village for review and feedback to establish a mutual understanding of the status quo before proceeding to Task 3.

Task 3: Options for the Future

Using the baseline review as a foundation, CGR will examine a range of options, starting from maintaining the status quo, and including the possibility of dissolution and consolidation with the Town Court, and review the advantages and drawbacks of each option. This will include consideration of fiscal and case-load impacts for both the Village and Town; staffing impacts; potential transition scenarios; possible post-dissolution administrative and staffing structures; and potential funding opportunities to support transition costs. In the event of a decision to pursue dissolution, CGR's project team is also available to assist the Village in applying for grant funds to support transition costs.

CGR will produce a written draft report, compiling its baseline review and analysis of current operations and efficiency, for the Village's review, and will develop a final version after the Village has provided feedback on the initial draft.

Timeline

CGR proposes a 4-month timeline, from a kickoff in March to a completion by the end of June.

	March	April	May	June
Project Initiation	Completed			
Baseline Work	Underway	Completed		
Impact Analysis		Underway	Underway	Completed
Report Delivery			Underway	Completed

Fee Proposal

CGR proposes to accomplish the above proposal for an all-inclusive fee of \$37,500. This fee includes a fact-finding site visit and a site visit to present findings to the Village Board or other audience. This fee is based on an estimated 180 professional staff hours and all travel expenses.

In the event our proposal does not align with the Village's expectations for this project, CGR would welcome the opportunity to discuss an alternative approach and budget.

Qualifications & Experience

Founded by George Eastman in 1915, CGR is a nonprofit, independent research and consulting firm providing research, analysis, management guidance and implementation support to governments, nonprofits and foundations across the U.S., with a special emphasis in our home state of New York.

CGR has a deeper portfolio of work on municipal operational improvement and efficiency than nearly any other organization.

CGR's 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. 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 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 \$1 million, 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's portfolio of work demonstrates a deep understanding of government budgets, administrative capacity, and service delivery issues. We have keen understanding of New York State municipal operations and regulations, civic service law and collective bargaining.

Reference Projects

Village of Port Chester Court Dissolution

In 2020, the Village of Port Chester, NY, engaged CGR to study the impacts of dissolution of its village court. CGR's study examined jurisdiction, staffing, revenues and expenses, and court facilities, and concluded that all essential functions would be absorbed by the Town of Rye, and that dissolution would produce a net savings for the Village and its residents. Subsequent to a successful dissolution, Port Chester's Village Manager reported approximately \$1 million in annual savings was realized as a result of staffing reductions.

Reference: Stuart Rabin, Village Manager of Port Chester, SRabin@PortChesterNY.gov, 914.939.2200

Village of Port Jefferson Operations and Staffing Analysis

In 2025, the Village of Port Jefferson, NY, engaged CGR to conduct an operational review its Department of Building and Planning, Office of Village Clerk, Treasury Department, and Village Center and Recreation Department. The objective of this study was to evaluate administrative operations, staffing levels, core functions, and roles to provide actionable recommendations for improving overall departmental performance and operational effectiveness.

CGR's analysis involved interviews with department heads and key staff, administration and analysis of an employee satisfaction survey, and workplace observation. CGR analyzed findings and recommended areas for improvement in each department individually, as well as for cross-cutting themes across departments. Additionally, model organizational charts were provided for the departments with recommendations for how to restructure to maximize efficiency and departmental effectiveness. The Village is actively considering appropriate implementation strategies.

Reference: Lauren Sheprow, Mayor of Port Jefferson, mayorsheprow@portjeffny.gov, 631-473-4724

Mount Vernon, NY, Operational Analysis

The City of Mount Vernon, NY hired CGR in 2024 to conduct a review of its Buildings and Law Departments to improve operations and budget planning. The study included interviews and benchmarking with similar communities and identified staffing and operational needs. The Buildings Department, facing backlogs and rapid staff turnover, required at least three new positions: a clerk, plan examiner, and building safety inspector. Recommendations also included competitive pay, continued use of external inspectors, expanded office space, enhanced training, and full integration of its new software program.

The Law Department, also experiencing staff changes, needed to fill an attorney position and shift FOIL requests to the City Clerk's office. Operational improvements included:

- Developing a rubric for outside counsel
- Streamlining contract processes
- Using standardized templates
- Implementing case management software
- Building in-house expertise in building codes and land use.

Improved communication with the Buildings and Police Departments regarding ordinance violations is also crucial. The City Council was able to make several changes related to staffing levels and shifting responsibilities ahead of the next fiscal year.

Reference: Shawyn Patterson-Howard, Mayor of Mount Vernon, cityhelp@mountvernonny.gov, 914-665-2300

Village of Southampton DPW Organizational Assessment

The Village of Southampton engaged CGR, in partnership with Sourced Municipal Solutions, to conduct concurrent assessments of the Village Department of Public Works and Justice Court. Both assessments focused on operations, staffing and organizational structure, as well as opportunities to improve effectiveness and efficiency.

The CGR team made two visits to Southampton to conduct interviews and observe operations of the DPW and Court; conducted further interviews by phone and videoconference; surveyed DPW staff; analyzed data on department operations; researched issues such as certification and training for key DPW roles; and provided staffing and spending benchmarks for similar villages.

DPW recommendations included:

- Adopting a unified management structure for the DPW
- Establishing a department-level strategic plan and mission
- Pursuing accreditation from the American Public Works Association (APWA)
- Adopting an evidence-based pavement management system
- Adopting a flatter title structure for DPW staff
- Improving direction to the DPW from upper management of the Village.

The Village is considering a new management structure for the DPW and is adopting a pavement management system and exploring APWA accreditation.

Reference: Charlene Kagel-Betts, former Village Administrator, cgkcpa@gmail.com

Local Government Clients since 2015

Alabama, Town (NY)	Lancaster, Village (NY)	Raritan Township (NJ)
Allegany County (NY)	Lebanon, Town (NY)	Ridgefield Park, Village of (NJ)
Auburn, City (ME)	Leicester, Town and Village (NY)	Rochester, City (NY)
Avon, Town (CT)	Lewiston, City (ME)	Rockland County (NY)
Barnard Fire District (NY)	Livingston County (NY)	Rye, Town (NY)
Brighton Ambulance (NY)	Loch Arbour, Village (NJ)	Sands Point, Village of (NY)
Bronxville, Village (NY)	Marbletown, Town (NY)	Sandy, City (PA)
Byron, Town (NY)	Massena, Village (NY)	Scarsdale, Village of (NY)
Cayuga County (NY)	Meadville, City (PA)	Schodack, Town (NY)
Cazenovia, Town and Village (NY)	Medina, Village (NY)	Schuyler County (NY)
Chautauqua County (NY)	Mellenville and Claverack Fire Districts (NY)	Seneca County (NY)
Cheektowaga, Town (NY)	Monroe County	Seneca Falls, Town (NY)
Chemung County (NY)	New Haven Housing Authority (CT)	Sherman, Town & Village (NY)
Cherry Creek, Village (NY)	New Rochelle, City (NY)	Sinclairville, Village (NY)
Claverack, Town (NY)	Newton, Town (MA)	South Nyack, Village (NY)
Cobleskill, Village and Town (NY)	Niagara County (NY)	Southampton, Village (NY)
Corry, City (PA)	Niagara Falls, City (NY)	Southeast Connecticut COG
Cortland, City (NY)	Northeast Joint Fire District (NY)	Spring Valley, Village (NY)
Dryden, Village (NY)	Oneida County (NY)	St. Paul Fire District (NY)
Dubois, Township (PA)	Onondaga County (NY)	Syracuse, City (NY)
Dutchess County (NY)	Ontario County (NY)	Templeton, Town (MA)
East Goshen, Town (PA)	Ontario, Town (NY)	The Wildwoods of New Jersey
Essex County (NY)	Orange County (NY)	Ticonderoga, Town (NY)
Fairview Fire District (NY)	Orangetown, Town (NY)	Tioga County (NY)
Forestville, Village (NY)	Orleans County (NY)	Tompkins County (NY)
Grand Island, Town (NY)	Oswego County (NY)	Tyre, Town (NY)
Greater Racine Area (WI)	Otsego County (NY)	Van Etten, Town and Village (NY)
Greenburgh, Town (NY)	Palm Tree, Town (NY)	Victor, Town (NY)
Greene County (NY)	Penfield Fire District (NY)	Warren County (NY)
Hamilton, Town (NY)	Penfield, Town (NY)	Watkins Glen, Village (NY)
Herkimer County (NY)	Phillipston, Town (MA)	West Goshen, Town (PA)
Hinesburg, Town (VT)	Port Chester, Village (NY)	Westfield, Town (NY)
Irondequoit, Town (NY)	Princeton (NJ)	Yates County (NY)
Johnson, Town & Village (VT)	Prospect, Village (NY)	Yonkers, City (NY)
Kingston, City (NY)	Queensbury, Town (NY)	

Key Personnel Resumes

Our team will be led by Paul Bishop, Principal of CGR's local government and local government practice. He has led numerous studies regarding the operations of local governments including focused evaluations of public works, law enforcement, fire service and emergency medical services. He is familiar with the unique nature of local government in Westchester as a native of the county and leader of several projects for communities in the area.

Kieran Bezila will be serving as the Project Manager for this engagement. He has been involved in numerous projects focusing on the provision of services at the local government and was involved in the study that led to the dissolution of justice court in the Village of Port Chester.

The project team will include several of the staff whose biographies appear on the following pages. Our project teams are created once the specific needs of the engagement are identified and the timeline is created.



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

About Paul

Paul Bishop leads the local government and public safety practice at CGR. He is a public policy researcher with a passion for addressing community concerns 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 experience 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, Vermont, 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.

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
- Strategic Planning

Project Highlights

- Allegany County (NY) EMS Strategic Plan
- Avon (CT) Fire Department Strategic Plan
- Operational Assessment of EMS in Cheektowaga
- Consolidation Analysis for City of DuBois & Sandy Township (PA)
- Cuylerville & Leicester (NY) Fire Department Consolidation
- Essex County EMS Strategic Plan (NY)
- Potential Impact of Village of Edgemont (NY)
- Hinesburg (VT) Public Safety Strategic Plan
- Future of Fire Service in Irondequoit (NY)
- Cities of Lewiston and Auburn Consolidation Evaluation (ME)
- Future of Fire and EMS Service in Marbletown (NY)
- Monroe County/ City of Rochester Racial and Structural Equity Commission
- City of Mount Vernon (NY) Building & Law Department Evaluation
- Niagara County (NY) EMS: Strategic Plan
- Ontario County (NY) Public Safety Plan
- Greater Racine (WI) : Options for the Future
- Raritan (NJ) Fire & Police Operational Assessment
- City of Rochester Architecture & Engineering Department Efficiency (NY)
- Town of Rosendale (NY) Fire Department Analysis
- Analysis of Rockland County (NY) Budget
- Dissolution Analysis for South Nyack (NY)
- Tompkins County/Ithaca Law Enforcement Evaluation & Criminal Justice Assessment (NY)
- Warren County (NY) Comprehensive Plan for Government Operations
- Options to Improve Fire & EMS Service in Wildwoods (NJ)

Education

M.P.A., SUNY at Brockport

B.A., Political Science and Organizational Psychology, University of Rochester

Paramedic, Western New York EMS Training Institute



Kieran Bezila, Ph.D.
Senior Associate

About Kieran

Kieran Bezila is a skilled researcher with experience in both quantitative and qualitative approaches, having previously 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, code enforcement systems, 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
B.A., Sociology, Boston College

Areas of Expertise

- Operational efficiency
- Local government services
- Organization of emergency services
- Workforce development
- Research design
- Data collection
- Survey and focus group work
- Qualitative and quantitative analysis

Project Highlights

- Chautauqua County Code Enforcement Study (NY)
- City of Ithaca Municipal Fee Study (NY)
- City of Newton Needs Assessment (MA)
- City of Rochester Workforce Gap Analysis (NY)
- ESL Foundation Workforce Retention Grants Program Impact Analysis
- Finger Lakes Clean Energy Workforce Study
- Greater Rochester Chamber of Commerce Regional Talent Study
- Ibero-American Development Corporation Healthy Parks Evaluation
- Monroe Community College Federal Title III Grant External Evaluator
- NW Arkansas Municipal Services Assessment
- NYS DWI-DMV Exploratory Study
- Ontario County Weighted Voting 2022 Update (NY)
- ROC2025 Remote Worker Study
- Rockland County Budget Review (NY)
- St. John Fisher University Market Analysis
- Town of Chili Fire Services Study
- Town of Irondequoit EMS Study (NY)
- Town & Village of Leicester Fire/EMS study (NY)
- Town of Ontario Collective Bargaining Assessment (NY)
- Village of Westfield Dept. of Public Works Organizational Assessment (NY)
- Urban League of Rochester-Racial Equity and Justice Initiative Integration



Alina Santiago, M.P.A.
Research Associate

Areas of Expertise

- Survey and focus group work
- Data collection
- Qualitative and quantitative analysis
- Community engagement

Project Highlights

- Hinesburg VT Public Safety Strategic Plan
- New Rochelle Civilian Review Board
- Raritan Township Police & Fire Assessments (NJ)
- Big Brothers Big Sisters Program Evaluation/Capacity Building
- Ocean County Health Department Assessment (NJ)
- Community Profile Indicators Projects:
 - Mid-Hudson Valley (NY)
 - State of Arkansas - Aspire Arkansas Westchester (NY) - Index Community Profile
 - Worcester (MA) - Worcester County Insights

About Alina

Alina Santiago joined CGR in 2023 with experience working with non-profits and an interest in furthering social impact and responsibility. She supports projects across CGR's capabilities, utilizing her qualitative and quantitative skills. These include interviewing, running focus groups, data collection, visualization, and geographic information systems (GIS).

In May 2022, Ms. Santiago graduated with her Master of Public Administration from the Brooks School of Public Policy at Cornell University with a concentration in Social Policy. She also earned her B.A. in Government at Cornell University. At the Brooks school, she was the Communications Chair on the executive board of Women in Public Policy and a Teaching Assistant for the Environmental Justice and Policy class at Cornell. Ms. Santiago served as a graduate consultant on projects focused on diversity, equity and inclusion initiatives, non-profits, and affordable housing models.

Before coming to CGR, she served as a Compliance Specialist for Tandym Group. She previously interned for Future Now, SOMOS Mayfair, and Leadership Rochester.



Education

M.P.A, Brooks School of Public Policy, B.A. in Government
Cornell University



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

- AmeriCorps Program Evaluation
- Hope585 Community Foster Home Pilot Evaluation
- Trillium Health Needs Assessment
- Rochester Museum and Science Center Strategic Plan
- Climate Solutions Accelerator Indicators
- Chautauqua County Code Enforcement Study

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

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