

**RESOLUTION NO.**

**A RESOLUTION AUTHORIZING THE RATIFIED SUBMISSION OF A GRANT APPLICATION TO THE WYOMING DEPARTMENT OF HEALTH FOR A HEALTH AND HUMAN SERVICES INNOVATION GRANT IN PARTNERSHIP WITH THE CITY OF CHEYENNE POLICE DEPARTMENT, AND THE CHEYENNE REGIONAL MEDICAL CENTER, IN THE AMOUNT OF \$597,675.00, ON BEHALF OF THE GOVERNING BODY OF LARAMIE COUNTY, WYOMING.**

**FOR THE PURPOSE OF:** REQUESTED FUNDS WILL BE USED FOR THE CONTINUATION OF CO-RESPONSE EFFORTS IN RESPONDING TO MENTAL HEALTH, SUICIDE AND SUBSTANCE USE CALLS WITHIN THE COMMUNITY AND CONDUCTING FOLLOW UPS.

WITNESSETH

**WHEREAS,** the Governing Body of Laramie County desires to participate in the Wyoming Department of Health Innovation grant by sponsoring this application to assist in financing this project for the Laramie County Sheriff's Department, City of Cheyenne Police Department, and the Cheyenne Regional Medical Center; and

**WHEREAS,** the Wyoming Department of Health requires that certain criteria be met, as described in the funding opportunity announcement and the American Rescue Plan rules governing the program, and to the best of our knowledge this application meets those criteria; and

**WHEREAS,** the Governing Body of Laramie County has been provided with preliminary cost estimates and information on the project; and

**NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF LARAMIE COUNTY** that a grant application be submitted to the Wyoming Department of Health for an Innovation grant in the amount of \$597,675.00 for consideration of funding this project.

**BE IT FURTHER RESOLVED,** that Sandra Newland, or her successor in the position of Laramie County Grants Manager, is appointed as agent of the Laramie County Board of Commissioners to execute and submit applications and certifications for these funds and to receive funds and implement the programs funded under this grant.

**PASSED, APPROVED AND ADOPTED THIS 20<sup>TH</sup> DAY OF SEPTEMBER 2022.**

By: \_\_\_\_\_  
Troy Thompson, Chairman

ATTEST:

\_\_\_\_\_  
Debra Lee, Laramie County Clerk

\_\_\_\_\_  
Date

Received and Approved as to Form only By:

\_\_\_\_\_  
Laramie County Attorney's Office

\_\_\_\_\_  
Date

9/1/22

**Wyoming Department of Health**

**Health and Human Services Innovation Grant - DO-22-001**

**1. Cover Page**

- a. Laramie County, Wyoming will be the grant applicant/sub recipient. Duns # 197732709 and Unique ID E9DLJC1HGNQ8
- b. This research project proposal seeks to implement a three-year pilot project, implementing a collaborative co-response partnership with law enforcement agencies, behavioral health providers, and other community-based entities. This proposal would allow officers and a behavioral health clinician to respond appropriately and safely to people with behavioral health conditions, which are among the most complex and time-consuming calls for law enforcement. This collaboration will allow officers to be safer, reduce repeat calls for service, minimize the strain on agency resources, and connect individuals to appropriate services. The outcomes of this proposal will include improved safety, increased access to behavioral healthcare, decreased repeat encounters with the criminal justice system, reduced costs, and improved community relations.
- c. Sandra Newland, Laramie County Grants Manager, 310 W. 19th St., Suite 320, Cheyenne, WY, 82001, 307-633-4201, [sandra.newland@laramiecountywy.gov](mailto:sandra.newland@laramiecountywy.gov)

**2. Entity Information**

- a. Mission statement-Laramie County's mission is to provide governmental services to its constituents.
- b. Brief history-Laramie County was founded in 1889 to formally provide governmental services to its citizens. Laramie County works hard to ensure that

its citizens are empowered by a commitment to transparency, accountability and efficient operations.

- c. Current programs and activities-Laramie County is home to seven sectors led by elected officials and over seventeen departments that are responsible for carrying out governmental functions and services. This ranges from elections and law enforcement to the library and emergency management.
- d. Describe a few top accomplishments-Laramie County has been able to navigate the economic fluctuation throughout the years while continuing to provide services. We have been responsible for growth both economically and in population expansion. The county has collaborated with other agencies and private businesses to successfully diversify our economy.
- e. Provide entity's IRS EIN-83-600111
- f. Provide Certificate of Good Standing from Secretary of State-Not applicable, Governmental Agency
- g. List Board of Directors or other relevant leadership-Laramie County has elected officials and is run by five county commissioners (Troy Thompson, Brian Lovett, Gunnar Malm, KN Buck Holmes, and Linda Heath).

### **3. Research Project Proposal**

- a. We are requesting funding for an innovative three year pilot co-responder program in Laramie County where law enforcement officers are partnered with trained mental health professionals to respond to behavioral health, social service, quality of life, and substance use calls. Through this project, we are utilizing the existing resources within our community to serve people who are experiencing a

mental health episode or substance use addiction that has been exacerbated by COVID-19. The pandemic has negatively affected many people with mental health and substance use disorders and created barriers to seeking care and treatment along with a decrease in availability and access to care.

i. This project innovates by introducing a law enforcement and behavioral health collaborative co-response model in Laramie County. A growing number of calls for service involving people who have behavioral health needs challenges Law enforcement. These calls are complex, time consuming and often dangerous for law enforcement and people with behavioral health needs. This project allows for an officer from the Laramie County Sheriff's Department or the City of Cheyenne Police Department and a qualified mental health professional from Cheyenne Regional Medical Center Behavioral Health to ride together in organized shifts, responding immediately to mental health and substance use calls for service. This system provides an opportunity to strengthen our collaboration, as well as the possibility of increasing individual follow up with referral opportunities for community resources.

ii. Our mission is to maximize our capability to respond to mental health, suicide, and substance use calls and to conduct as many follow-ups as possible. Laramie County Co-Response will enhance the delivery of behavioral health services to residents within Laramie County. The project will foster sound public safety and public health advances in law enforcement response and behavioral health delivery and access. In other areas of the country where these practices have been implemented, they have seen improvements in practices, such as

enhanced law enforcement training on mental health, crisis intervention, and stabilization training. With this funding, these specialized units will provide the individualized attention and resources that these calls require. These units will ride and respond as a collaborative effort for investigation and offer community services to the individual. The shifts will be developed by each of the two law enforcement agencies, according to notable trends with the designated incident calls for service, by the time of day and day of week.

iii. This research project prioritizes HHS Innovation Area #4, Community Behavioral Health. Our objective is to provide safe and meaningful experiences for individuals experiencing mental health and substance use crises and connect them to appropriate community resources. All new officers and deputies who work overtime under the grant will first be provided with a basic orientation on the purpose of the work, tasks being completed, and data on types of calls and their support for CRMC BH.

- b. In the final rule, the Treasury clarified that SLFRF funds may be used for an expansive array of services for prevention, treatment, recovery, and harm reduction for mental health, substance use, and other behavioral health challenges caused or exacerbated by the public health emergency. More specifically, the Treasury advised that response may include services to the general public across the continuum of care, such as acute and chronic care, crisis care, and diversion programs from emergency departments or criminal justice system involvement (4356 Federal Register/Vol. 87, No. 18/Thursday, January 27, 2022/Rules and Regulations/P. 18-19). The Laramie County Co-Response project is eligible for

SLFRF funds under the expenditure category of Public Health 1.12 and 1.13  
Mental Health and Substance Use Services.

- c. As behavioral health issues continue to rise in the United States, communities are seeking options for how to best respond to benefit individuals experiencing crises and appropriately use community resources, including public safety and healthcare services.

The approach suggested in this research project has two key elements of scalability that will be studied through the research process; type of resource and potential cost savings. The co-response model utilizes existing resources (law enforcement and behavioral health workers) within a community to meet needs during high volume behavioral health call times. Law enforcement and behavioral health personnel are available in many Wyoming communities. Additionally, this model looks at providing overtime and training to existing personnel rather than increasing personnel. A benefit to this is that many Wyoming communities, including Laramie County, are behavioral health provider shortage areas. The evaluation will collect data about implementation through a process evaluation that will inform effective strategies and feasibility for understanding further scalability. Administrative data will include police calls for service, specifically behavioral health, social service, quality of life, and substance use calls, as well as filled overtime shifts.

Among the goals of the intervention is to more appropriately utilize community resources. This includes decreasing law enforcement time dedicated to addressing behavioral health needs and healthcare personnel through

assessment of emergency detention. The goal is to reduce the time spent by both by providing behavioral health services more promptly; decreasing law enforcement time and more appropriately referring for emergency detention, with the ultimate goal of decreasing time and cost to both law enforcement and health care agencies. The evaluation of these implementation outcomes may indicate cost savings that provide for scalability of the co-response model.

This study will provide other Wyoming communities interested in addressing behavioral health needs an option with the potential for improved behavioral health services to individuals utilizing existing community resources and decreased time and cost to involved services.

- d. This grant project will be implemented throughout the entirety of Laramie County, which encompasses 2,685.91 square miles. Laramie County comprises six separate communities: Cheyenne, Pine Bluffs, Carpenter, Burns, Hillsdale and Albin. Laramie County's estimated population of 100,512 (2020 census) ranges from rural communities such as Hillsdale and Albin to the capital city of Cheyenne. The entire county is designated, as a high needs section under the Health Provider Shortage Area (HPSA) for mental health services. Laramie County has limited accessible resources for individuals who suffer from mental illnesses and/or substance use. We are requesting funds for assisting individuals who are mentally ill and/or misuse substances to move out of the criminal justice or health care system and towards support services in the community. The Laramie County Sheriff's Department, the Cheyenne Police Department, and the Cheyenne Regional Medical Center Behavioral Health Services recognize the

need for mental health services within our community. Along with the need to work in a comprehensive and coordinated manner of response, the three partnering agencies desire to work collaboratively to provide a specialized patrol unit, which includes a behavioral health professional trained in mental health crises and substance use disorders. This initiative will mesh the response of the law enforcement service implementation together with an immediate mental health response to provide a timely and impactful experience for the individual. This project will address the needs of individuals for treatment and support outside of incarceration or Emergency Detention.

- e. Mental health disorders are rising amidst coronavirus and civil unrest, and Wyoming ranks twelfth for the most mental health disorders in the country. PsyDPrograms.org released a non-peer reviewed study on Mental Health Incidents in 2020 by State, after analyzing data from Mental Health America on anxiety, depression, substance use and suicidal thoughts. In Wyoming 22.6% of adults reported experiencing a mental illness compared to the national average of 18.6%. For substance use, Wyoming ranks 23rd with 7.8 % of adults reporting a substance use disorder, compared to the national average of 7.7%. In Wyoming, 5.7% of adults reported serious thoughts of suicide (3<sup>rd</sup> highest in the U.S.). This data supports the effects COVID-19 has had on mental health and substance use problems within Wyoming. Historically, our community has always struggled with providing appropriate and timely mental health services and COVID-19 has only highlighted our known gaps.



Cheyenne Regional Behavioral Health Services uses the Psychiatric Assessment Referral and Treatment (PART) Team to conduct assessments in the Emergency Department and inpatient units. These assessments determine the appropriate level of care for the patient. Over the past three years, the PART Team has assessed many patients to determine their psychiatric needs: 2,443 (2019), 2,255 (2020), and 2,051 (through 12/28/2021). Like many other healthcare systems, Cheyenne Regional experienced disruption in patient volumes due to COVID-19. The development of a mental health co-response model will help ensure patients receive the right care at the right time in our community.

In 2020, the Cheyenne Police Department reported that 56.8% of incidents where force was used, suspects were using drugs or alcohol. There were 706 mental health calls for service and drug distribution in 2020, which made up 68% of their overall caseload. The City of Cheyenne Police Department has a Diversion Directed patrol program that tracks calls for service for alcohol, narcotics, and behavioral health within city limits. They report that from December 2020 through November 2021, the department received 407 behavioral health related calls, 766 attempted suicides, 499 alcohol related calls, and 668 narcotic calls. This is a representation of what was reported through dispatch and is not a complete representation of the categories, as they do not include calls listed by crime code where impairments or behavioral health may have been a factor. The City of Cheyenne Police Department pulled a tabulation of incident calls related to behavioral health, narcotics, suicide, and welfare checks results that shows an upward trend in these calls with no indication of decreasing.

In 2021, the Laramie County Sheriff's Office had 94 emergency detention calls (1/1/21-12/16/21). These calls involve a significant amount of time for deputies to take an individual to the hospital and sit with them until they can be admitted. Also in 2021, the Sheriff's Department had over 225 calls for service for mental health calls that involve behavior problems and suicidal threats. In the last year, the Sheriff's Department had 100 suicidal threats and 45 behavior problems that were classified as violent. Like the City of Cheyenne Police Department, these numbers are a representation of what was reported through dispatch and are not a complete picture of all behavioral health calls. In our statistics, we show that Mondays are the busiest days for calls along with May being the busiest month for suicide calls for service.

- f. The partners involved in this project include the Laramie County Sheriff's Office, Cheyenne Police Department, Cheyenne Regional Medical Center, and Dr. Clair White. The Laramie County Sheriff's Department is one of the largest agencies of its type in the state of Wyoming. The Laramie County Sheriff's Department exists to serve the needs of the public and is committed to an agenda of proactive law enforcement using planning and foresight to help solve the problems within the community. The Laramie County Sheriff's Department and the Cheyenne Police Department law enforcement personnel work together daily, sharing information and conducting joint investigations and operations. In the past, the two departments have successfully collaborated on several projects. There are currently 41 deputies assigned to the patrol duties of the Laramie County Sheriff's Department who respond to mental health, suicide, or substance use calls.

The Cheyenne Police Department is a progressive agency of 101 sworn officers and 27 civilian employees. The department serves the Cheyenne community with innovative policing and programs, specializing in units that officers can participate in. Of the 101 sworn officers, 83 are assigned to patrol duties, which includes responding to incidents of mental health and substance use disorders. Officers are overwhelmed with the number of calls for service, and have the difficult task of responding, investigating, and making appropriate legal decisions to clear the call to move on to the next call. Rarely are officers able to complete any follow up beyond their initial response and investigation. There are additional needs for extended follow up care and resources for individuals experiencing mental health and/or substance use disorders.

Cheyenne Regional Behavioral Health Services will provide contracted mental health professionals that respond with law enforcement. These professionals are well versed in mental health and substance use needs as well as current resources in the community. Ideally, the goal is to assist in the intervention with these calls and divert to appropriate resources, safety plans, or determine if this is an acute psychiatric crisis or substance use issue. These clinicians will be able to detain under Title 25 if needed and work with other agencies for appropriate referrals. As 60% of the individuals detained under Title 25 are diverted from the Emergency Department, we are hoping to decrease these emergency detention admissions with community intervention as well.

Dr. Clair White is an Assistant Professor in the Department of Criminal Justice and Sociology at the University of Wyoming. Dr. White's research

focuses on various police responses to mental health crisis calls, and has previously developed a proactive co-responder program targeted at crime hot spots in Baltimore, MD. She has extensive experience in research design, primary data collection, data analysis, and collaborating with agencies in law enforcement and behavioral health. Her research has been published in a number of journals including *Journal of Research on Crime & Delinquency*, *American Journal of Preventive Medicine*, *Criminology & Public Policy*, *Policing: A Journal of Policy & Practice*, *Policing: An International Journal of Police Strategies & Management*, and *the American Journal of Community Psychology*.

- g. Key leadership and staff for this project include Sandra Newland, Laramie County Grants; Greg O'Barr, Cheyenne Regional; Natalie Villalobos, Cheyenne Regional; Brittany Wardle, Cheyenne Regional; Lt. Christopher DeBiasi, Laramie County; Lt. Joel Hickerson, Cheyenne Police Department; Dr. Clair White, Independent Contractor.
- h. Please see attached timeline Appendix A.
- i. Describe the budget for the research project.

Laramie County applied for and received COVID-19 Health Disparity funding from the Wyoming Department of Health, Public Health Division for the purposes of planning and implementing a one-year pilot of mental health co-response within Laramie County. This additional funding request would allow the project to be piloted for up to three years instead of one, ensuring sufficient time to adjust the model as needed and evaluate the effectiveness of the program.

Through an extension in the timeline, we are confident the need for services will be demonstrated and documented through our partnership with Dr. White.

The Laramie County Sheriff's Department in collaboration with the City of Cheyenne Police Department and Cheyenne Regional Medical Center's Behavioral Health Services requests six hundred twenty five thousand dollars (\$625,000), from the Wyoming Department of Health COVID-19 Health Disparities Program to fund the Laramie County Co-Response Team. The sub recipient (Laramie County) will do this through contracts with CRMC Behavioral Health, the City of Cheyenne Police Department, and Dr. Clair White.

1. CRMC Personnel:

- a. This award would compensate a full-time mental health professional from Cheyenne Regional Medical Center Behavioral Health Services to coordinate and work with law enforcement. We are also requesting a part time position and overtime to allow for adequate coverage of mental health professionals to work with law enforcement.

Full Time Employee:

\$65,000 annual salary plus \$15,600 for all benefits for a total of \$80,600 or \$38.75 per hour. Total request for the two-year period is **\$161,200.00**.

Part Time Employee:

\$32,500 annual salary plus \$7,800 for all benefits for a total of \$40,300 or \$19.78 per hour. Total request for the two-year period is **\$80,600.00**.

Overtime:

Estimation of twenty hours of overtime for 52 weeks equals a total of 1,040 hours of overtime per year. The average pay per clinician is \$35 per hour plus the \$17.50 overtime rate equaling \$40,950 per year. Total request for the two-year period is **\$81,900.00**.

Supplies for CRMC BH staff:

Within our first request and funding application, we received funding for the purchase of two laptops and two cell phones to be used by CRMC Behavioral Health Staff to coordinate all calls with law enforcement and track services provided to individuals. We can continue the use of this equipment into this expansion project. We are estimating that the cell phone bill will be \$80 a month per phone.

Monthly cell service x 2 phone lines = \$1,920.00 x 2 years **\$3,840.00**

Printing costs= \$1,500.00 x 2 years **\$3,000.00**

Total CRMC Behavioral Health Services Request **\$330,540.00**

2. City of Cheyenne Police Department Overtime

- a. This award would provide overtime and benefits for the City of Cheyenne Police Department patrol officers to respond to calls for service with a mental health provider.

Overtime:

For this application, we are estimating a total of twenty hours a week for officer's overtime. We are assuming the 52-week performance period for a total of 1,040 hours of overtime. Average overtime rate plus benefits for the City of Cheyenne Police Department is estimated at \$50.00 per hour. We are requesting \$52,000 for the City of Cheyenne Police Department per year for a total of **\$104,000** for the two-year period.

3. Laramie County Sheriff's Department Overtime

- a. This award would provide overtime and benefits for the Laramie County Sheriff's Department patrol officers to respond to calls for service with a mental health provider.

Overtime:

For this application, we are estimating a total of twenty hours a week for deputies. We are assuming a 52-week performance period for a total of 1,040 hours of overtime. Average overtime rate plus benefits for the Laramie County Sheriff's Office is estimated at \$47.00 per hour. We are requesting \$48,880 for the Laramie County Sheriff's Department per year for a total of **\$97,760.00** for the two-year period.

4. Training for Law Enforcement Officers

- a. We would like to provide comprehensive training to our law enforcement partners through Mental Health First Aid and Crisis Intervention Team Training (CIT) over the two-year period. We are requesting **\$20,000.00** be set aside for the two year period.

5. Evaluation Services – Dr. Clair White

- a. This award would provide funds for evaluation services of this project. It will include law enforcement and behavioral health variables and measures and a final report.

For this application, we are requesting evaluation services for the length of the project. The evaluator will establish the evaluation design for the outcome measures over the course of this project. Project and evaluation staff will collect and analyze data necessary for process and outcome evaluation of program activities as required throughout the project period. We are

requesting \$30,250 for Dr. Clair White in year one and \$15,125 in year two for a total of **\$45,375.00 for evaluation services.**

**Total grant request \$597,675.00**

- j. Laramie County Co-Response is led by a dedicated team who have the expertise and passion required to continue a successful pilot project. This grant will provide the opportunity to better address the behavioral health needs of our growing community and continue to monitor and evaluate its effectiveness. This model will create further cost savings for the public health, public safety, and criminal justice systems. Regular, data-driven assessments will be conducted and the data analyses will be used to update leaders and inform budget decisions and recommendations for refinement of the process. Laramie County will use short-term (e.g. implementation of new policies or evidence-based practices) and long-term achievements (e.g. minimizing arrests of people with behavioral health needs) to secure internal and external support. Laramie County demonstrates its ongoing commitment to improving the public safety and health of our community through innovative approaches like Laramie County Co-Response. Our team is committed to ensuring the long-term success and sustainability of this project by diversifying funding sources, identifying opportunities for additional financial support, and exploring options for new funding based on cost savings from this project.

#### **4. Evaluation Information**



- a. **Desired outcomes - The outcomes of this proposal will include improved safety, increased access to behavioral healthcare, decreased repeat encounters with the criminal justice system, reduced costs, and improved community relations.**

Within our efforts, we will address and correct these factors in mental health and substance use calls:

- **Law enforcement lacks appropriate time and qualifications for connecting clients with mental health and substance use services.**
- **The Cheyenne Regional Medical Center, Behavioral Health Services is overwhelmed with mental health and substance use cases. Direct services and advocacy is limited during the aftermath of an incident.**
- **Persons identified by law enforcement with mental health or substance use issues are not receiving community services after the initial calls for service.**

**Goal 1: Strengthen collaboration among law enforcement and community services to meet the needs of individuals with mental illness and/or substance use issues.**

**Goal 2: Reduce crime and recidivism among low-level offenders who suffer from mental illness and combined mental illness and substance use.**

- b. **Evaluation design**

**Data collection and analysis gives law enforcement and behavioral health leaders the ability to gauge the effectiveness of their responses to people who have behavioral health needs. It also provides them with concrete data to garner buy-in and support from local officials and community members. The Laramie County Sheriff's Department, City of Cheyenne Police Department and the Cheyenne Regional Medical Center Behavioral Health Services will**

coordinate with the Wyoming Department of Health on all reporting measures through attainable goals and objectives. Laramie County will also have an agreement with Dr. Clair White, Assistant Professor in the Department of Criminal Justice and Sociology at the University of Wyoming. Her research focuses on various police responses to mental health crisis calls and has extensive experience collaborating with law enforcement and behavioral health agencies. Laramie County will collaborate with Dr. White to provide evaluation services for this project to assess the development, effectiveness, and short-term impacts of the Laramie County Co-Response Team. Law enforcement variables and measures may include: number of calls for service, length of time spent addressing the incident; number and percent of dispositions by type (arrest, type of charge, transportation to services by law enforcement, referral to EMS, stabilized in the community, etc.); number of total custodial arrests, by type of charge; or rate of use of force. Behavioral health variables and measures may include: number and percent meeting the criteria for inpatient admission; average length of stay in the ED and inpatient unit, if admitted; insurance, by type; discharge outcome (including to home, warm hand-off to community provider, to shelter, etc.); or number and percent of patients able to be diverted from the ED to other community resources. Qualitative interviews will also be conducted with officers and the mental health provider, as well as stakeholders as part of the process evaluation, to better understand the implementation of the program. Funding this project would allow Laramie County to test promising innovations for the delivery of community behavioral health.

Pilot Year One  
(COVID-19 Funding)

- Conduct planning for Laramie County Mental Health Co-Response Team (CORE)
- Execute partner agreements for service delivery and information sharing
- Deliver training to all agencies within CORE to ensure collective understanding of roles, responsibilities, and workflow
- Implement CORE shifts within 6 months of award

Pilot Year Two  
(Innovation Grant)

- Use Plan-Do-Study-Act (PDSA) cycle to ensure continuous quality improvement of CORE implementation and make identified changes
- Continue implementation of CORE shifts
- Collect and analyze Year Two data to assess progress on evaluation components
- Communicate evaluation results to community policymakers and stakeholders
- Conduct education and training to ensure sustainment of behavioral health response capabilities

Pilot Year Three  
(Innovation Grant)

- Use PDSA cycle to ensure continuous quality improvement
- Conduct education and training to ensure sustainment of behavioral health response capabilities
- Continue implementation of CORE shifts
- Collect and analyze Year Three data to facilitate the completion of a final evaluation report
- Identify and submit applications for additional funding support
- Present final evaluation results to local partners to request future funding

## ***CURRICULUM VITA***

### **CLAIR WHITE**

University of Wyoming  
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Laramie, WY 82070  
Email: [cwhite41@uwyo.edu](mailto:cwhite41@uwyo.edu)  
Office: 307-766-2919

### **EDUCATION**

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- Ph.D. Criminology and Criminal Justice, Arizona State University  
May 2015 Dissertation: "Youth Receiving Treatment Services in the Juvenile Justice System: An examination of funding sources and recidivism"  
Chair: Michael S. Shafer, Committee: Xia Wang, Justin Ready
- B.A. Sociology; concentration in Criminology and Criminal Justice, Colorado State  
May 2009 University  
Minor in Mathematics  
*Magna Cum Laude*

### **ACADEMIC POSITIONS**

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- August 2018- Assistant Professor  
Present Department of Criminal Justice and Sociology, University of Wyoming
- February 2017- Research Assistant Professor  
August 2018 Center for Evidence-Based Crime Policy  
Department of Criminology, Law and Society, George Mason University
- January 2015- Postdoctoral Fellow  
January 2017 Center for Evidence-Based Crime Policy  
Department of Criminology, Law and Society, George Mason University  
Professor: David Weisburd

### **PUBLICATIONS**

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#### ***Articles in Peer-Reviewed Journals***

- Weisburd, David, Tal Jonathan-Zamir, Clair White, David B. Wilson and Kiseong Kuen  
In Print "Are the Police Primarily Responsible for Influencing Place-Level Perceptions of Procedural Justice and Effectiveness? A Longitudinal Study of Street Segments."  
*Journal of Research in Crime & Delinquency*.
- Tabler, Jennifer, Jamie Snyder, Clair White, Adrienne Freng, and Linda Thunstrom  
2022 "COVID-19 health practices and attitudes in the United States: The role of trust in healthcare." *Journal of Public Health*. <https://doi.org/10.1007/s10389-022-01737-9>

- White, Clair, David Weisburd, Sean Wire, Beidi Dong, and Justin Ready  
 2022 “Communities, Streets, and People: A multi-level study of the correlates of victimization.” *Victims & Offenders*. <https://doi.org/10.1080/15564886.2021.2018079>
- Weisburd, David, Clair White, Sean Wire, and David B. Wilson  
 2021 “Enhancing informal social controls to reduce crime: Evidence from a study of crime hot spots.” *Prevention Science*, 22, 509-522. <https://doi.org/10.1007/s11121-020-01194-4>
- Weisburd, David, Clair White, and Alese Wooditch  
 2020 “Does collective efficacy matter at the micro geographic level? Findings from a study of street segments” *British Journal of Criminology*, 60(4), 873-891. <https://doi.org/10.1093/bjc/azaa007>
- Dong, Beidi, Clair White, and David Weisburd.  
 2020 “Poor Health at Violent Crime Hotspots: Mitigating the Co-Morbidity through Policing.” *American Journal of Preventive Medicine*, 58(6), 799-806. <https://doi.org/10.1016/j.amepre.2019.12.012>
- Goldberg, Victoria, Clair White, and David Weisburd.  
 2019 “Perspectives of People with Mental Health Problems at Hot Spots: Attitudes and Perceptions of Safety, Crime, and the Police.” *Behavioral Sciences and the Law*, 37, 650-664. <https://doi.org/10.1002/bsl.2440>
- White, Clair, Victoria Goldberg, Julie Hibdon, and David Weisburd  
 2019 “Understanding the Role of Service Providers, Land Use and Resident Characteristics on the Occurrence of Mental Health Crisis Calls to the Police.” *Journal of Community Psychology*, 47, 1961-1982. <https://doi.org/10.1002/jcop.22243>
- Weisburd, David and Clair White  
 2019 “Hot Spots of Crime are Not Just Hot Spots of Crime: Examining health outcomes at Street Segments.” *Journal of Contemporary Criminal Justice*, 35(2), 142-160. <https://doi.org/10.1177/1043986219832132>
- White, Clair  
 2019 “Treatment Services in the Juvenile Justice System: Examining the Use and Funding of Services by Youth on Probation.” *Youth Violence & Juvenile Justice*, 17(1), 62-87. <https://doi.org/10.1177/1541204017728997>
- White, Clair, David Weisburd, and Sean Wire  
 2018 “Examining the Impact of the Freddie Gray Unrest on Perceptions of the Police.” *Criminology & Public Policy*, 17(4), 829-858. <https://doi.org/10.1111/1745-9133.12404>
- White, Clair and Victoria Goldberg  
 2018 “Hot spots of mental health crises: A look at the concentration of mental health calls and future directions for policing.” *Policing: An International Journal of Police Strategies & Management*, 41:401-414. <http://dx.doi.org/10.1108/PIJPSM-12-2017-0155>



- White, Clair, Michael Hogan, Tara Shelley, and N. Prabha Unnithan  
 2018 "The Influence of Procedural Justice on Citizen Satisfaction with State Law Enforcement." *Policing: An International Journal of Police Strategies & Management*, 41: 687-403. [doi.org/10.1108/PIJPSM-02-2017-0026](https://doi.org/10.1108/PIJPSM-02-2017-0026)
- Weisburd, David, Breanne Cave, Matthew Nelson, Clair White, Amelia Haviland, Justin Ready, Brian Lawton, and Kathleen Sikkema  
 2018 "Mean Streets and Mental Health: Depression and Post-Traumatic Stress Disorder at Crime Hot Spots." *American Journal of Community Psychology*, 61: 285-295. <https://doi.org/10.1002/ajcp.12232>
- White, Clair and David Weisburd  
 2018 "A Co-Responder Model for Policing Mental Health Problems at Crime Hot Spots: Findings from a Pilot Project." *Policing: A Journal of Policy and Practice*, 12: 194-209. <https://doi.org/10.1093/police/pax010>
- Tasca, Melinda, Kevin A. Wright, Jillian J. Turanovic, Clair White, and Nancy Rodriguez  
 2016 "Moving Visitation Research Forward: The Arizona Prison Visitation Project." *Criminology, Criminal Justice, Law & Society*, 17(1), 55-67.
- White, Clair  
 2016 "Incarcerating Youth with Mental Health Problems: A Focus on the Intersection of Race, Ethnicity, and Mental Illness." *Youth Violence & Juvenile Justice*, 14: 426-447.
- White, Clair, Justin Ready, and Charles M. Katz  
 2016 "Examining How Prescription Drugs Are Obtained Illegally: Social and Ecological Predictors." *Journal of Drug Issues*, 46(1), 4-23.
- O'Neal, Eryn, Cassia Spohn, Katharine Tellis, and Clair White  
 2014 "The Truth Behind the Lies: The Complex Motivations for False Allegations of Sexual Assault." *Women & Criminal Justice*, 24(4), 324-340.
- Spohn, Cassia, Clair White, and Katharine Tellis  
 2014 "Unfounding Sexual Assault: Examining the Decision to Unfound and Identifying False Reports." *Law & Society Review*, 48(1):161-192.
- Tasca, Melinda, Jillian J. Turanovic, Clair White, and Nancy Rodriguez.  
 2014 "Prisoners' Assessments of Mental Health Problems among their Children." *International Journal of Offender Therapy and Comparative Criminology*, 58:157-173.

### ***Chapters in Edited Volumes***

- White, Clair and David Weisburd  
*Forthcoming* "Primary Survey Data Collection at the Microgeographic Level." In Elizabeth R. Groff and Cory P. Haberman (Eds.), *Understanding Crime and Place: A Methods Handbook*. Temple University Press.

### ***Manuscripts Under Review***

- Hinkle, Joshua C., Clair White, David Weisburd, and Kiseong Kuen

- “Disorder is in the eye of the beholder: Black and White perceptions of disorder on high-crime street segments.” (Revise and Resubmit at *Criminology & Public Policy*)  
Kuen, Kiseong, David Weisburd, Clair White, and Joshua C. Hinkle  
“Examining impacts of street characteristics on residents’ fear of crime: Evidence from a longitudinal study of crime hot spots.” (*Journal of Criminal Justice*).
- Weisburd, David, Clair White, Joshua C. Hinkle, Kiseong Kuen, and Robert J. Sampson  
“Broken Windows and Informal Social Control: Evidence from a Study of Street Segments.” (*Journal of Research in Crime & Delinquency*)
- White, Clair, Jamie Snyder, Adrienne Freng, and Jennifer Tabler  
“Masking up and the Role of Police.” (*Policing: An International Journal*).

### ***Manuscripts in Progress***

- Kuen, Kiseong, CJ Appleton, David Weisburd, and Clair White  
“Do Blacks and Whites truly have different views of the police?: Application of propensity-score matching analysis”.
- Porter, Lauren C., Clair White, and David Weisburd  
“Perception vs Action: Understanding the Link between Collective Efficacy and Control Efforts across Streets.”
- White, Clair, David Weisburd, and Kiseong Kuen  
“Places or communities: Narrowing the scale to microgeographic places to the study of health.”
- Zangler-Tishler, Michael, Clair White, David Weisburd and Robert J. Sampson.  
“911 Cynicism? Race, Class, and a New Model for Studying the Social Determinants of Crime Reporting.”

## **RESEARCH EXPERIENCE**

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### ***Funded Projects***

- Dec 2020- May 2021 “Mental health calls to the police: A descriptive look at characteristics of the calls and the role of place.” A&S Interdisciplinary seed grant (*internal, competitive: \$3,911.20*), University of Wyoming. Principal Investigator.
- August 2018- May 2019 A Longitudinal Study of Community Health in Baltimore Neighborhoods: Household Survey.” Subcontract, George Mason University (\$35,041). Principal Investigator.
- August 2015- July 2016 “Addressing Mental Health Problems at Crime Hot Spots: A Demonstration Project of a Police and Mental Health Professional Outreach Program in Baltimore Maryland” Robert Wood Johnson Foundation (\$191,150)  
Co-Principal Investigator with David Weisburd (Principal Investigator)

***Additional Research***

- Fall 2015- Project Director  
Fall 2018 A Longitudinal Study of Community Health in Baltimore Neighborhoods: Household Survey  
Principal Investigator: David Weisburd; Co-Principal Investigators: Justin Ready, Brian Lawton, and Amelia Haviland. George Mason University
- Fall 2013- Project Manager  
Summer 2015 A Longitudinal Study of Community Health in Baltimore Neighborhoods: Household Survey  
Principal Investigator: David Weisburd; Co-Principal Investigators: Justin Ready, Brian Lawton, and Amelia Haviland. George Mason University.
- Summer 2014 Project Manager  
Unpacking the Prison Visitation Experience: How Social Relationships Impact Inmate Well-Being (Principal Investigator: Nancy Rodriguez; Co-Principal Investigator: Kevin Wright and Melinda Tasca). Arizona State University.
- Fall 2010- Graduate Research Assistant  
Summer 2013 Managing Editor of Justice Quarterly  
School of Criminology and Criminal Justice, Arizona State University  
Professor: Cassia Spohn
- Summer 2010 Research Assistant. Center for the Study of Crime and Justice  
Department of Sociology, Colorado State University
- Spring 2010 Research Assistant, Arizona State University  
Children of Incarcerated Parents: Measuring the Scope of the Problem.  
Principal Investigator: Dr. Nancy Rodriguez; Co-Principal Investigator: Phil Stevenson; Project Manager: Melinda Tasca  
Arizona Governor's Office.
- Fall 2009- Graduate Research Assistant  
Spring 2010 School of Criminology and Criminal Justice, Arizona State University  
Professor: Justin Ready
- Spring 2009 Research Assistant. Center for the Study of Crime and Justice  
Department of Sociology, Colorado State University  
Advisor: Tara Shelley

**PRESENTATIONS AND TALKS**

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**Invited Talks**



- June 2022 “The Status of Co-response Teams and Recommendations for Developing a Program.”  
*Panel: Can we integrate mental health and law enforcement interventions to improve society's response to those in mental distress?*  
Center for Evidence-Based Crime Policy Annual Symposium, 2022, George Mason University, Fairfax, VA.
- June 2019 “Hot spots of crime as a public health problem: Hot spots of crime are not just hot spots of crime.”  
*Panel: Policing, Collective Efficacy, and Health at Crime Hot Spots.*  
Center for Evidence-Based Crime Policy Annual Symposium, 2019, George Mason University, Fairfax, VA.
- June 2019 *Panel: Data, Research and Evaluation*  
National Network for Safe Communities National Conference, The Emerging Science of Violence Prevention, John Jay College, New York City, NY.
- Oct 2019 *Panel: The Four Pillars of Hot Spots Policing*  
Division of Criminal Justice Services Law Enforcement Symposium, Albany, NY.
- June 2018 “A Closer Look at Hot Spots of Mental Health Crises: Understanding the Effect of Resident Characteristics, Service Providers, and the Street-Environment on the Location of Mental Health Crisis Calls to the Police.”  
*Panel: Mental Health and the Police*  
Center for Evidence-Based Crime Policy Annual Symposium, 2018, George Mason University, Fairfax, VA.
- June 2017 “A Co-Responder Model for Policing Mental Health Problems at Crime Hot Spots: Findings from a Pilot Project.”  
*Panel: Mental Health and the Criminal Justice System.*  
Center for Evidence-Based Crime Policy Annual Symposium, 2018, George Mason University, Fairfax, VA.

### Conference Presentations

- White, Clair, Jamie Snyder, Adrienne Freng, and Jennifer Tabler  
2022 Masking Up and the Role of the Police. Paper presented at the 59<sup>th</sup> Annual Meeting of the *Academy of Criminal Justice Sciences*, Las Vegas, NV.
- White, Clair, David Weisburd, and Kiseong Kuen  
2021 Are risk and protective factors similar for violent and drug crimes at microgeographic places?: A study of crime hot spots in Baltimore. Paper presented at 76<sup>th</sup> Annual Meeting of the *American Society of Criminology*, Chicago, IL.
- Kuen, Kiseong, Clair White, and David Weisburd  
2021 Impacts of Street Characteristics on Resident's Fear of Crime. Paper presented at 76<sup>th</sup> Annual Meeting of the *American Society of Criminology*, Chicago, IL.

- White, Clair, Rachel Jensen, and David Weisburd  
2021 Mental health calls to the police: A descriptive look at characteristics of the calls and the role of place. Paper presented at 6<sup>th</sup> International Meeting of the *Law Enforcement and Public Health*, Virtual.
- Dong, Beidi, Clair White, and David Weisburd  
2019 Addressing the co-morbidity of crime and poor health: Kill two birds with one stone? Paper presented at 75<sup>th</sup> Annual Meeting of the *American Society of Criminology*, San Francisco, CA.
- White, Clair, David Weisburd, and Sean Wire  
2019 Examining health outcomes at crime hot spots: Recognizing the relationship between health and crime at a micro geographic level. Paper presented at 75<sup>th</sup> Annual Meeting of the *American Society of Criminology*, San Francisco, CA.
- Wire, Sean, Clair White, and David Weisburd  
2019 A test of social disorganization and opportunity theories at micro geographic places in Baltimore. Paper presented at 75<sup>th</sup> Annual Meeting of the *American Society of Criminology*, San Francisco, CA.
- White, Clair and David Weisburd  
2019 Hot spots of crime as a public health problem. Paper presented at the 46<sup>th</sup> Annual Meeting of the *Western Society of Criminology*, Honolulu, HI.
- Weisburd, David and Clair White  
2019 The Relationship between Collective Efficacy and Crime at Micro-geographic Communities. Paper presented at the 46<sup>th</sup> Annual Meeting of the *Western Society of Criminology*, Honolulu, HI
- White, Clair, Beidi Dong, David Weisburd, and Justin Ready  
2018 Routine activities of the street, individual risky behavior, and victimization. Paper presented at 74<sup>th</sup> Annual Meeting of the *American Society of Criminology*, Atlanta, GA.
- Dong, Beidi, Clair White, and David Weisburd  
2018 Poor health at crime hot spots: Understanding the mediating mechanisms. Paper presented at 74<sup>th</sup> Annual Meeting of the *American Society of Criminology*, Atlanta, GA.
- Goldberg, Victoria, Clair White, and David Weisburd  
2018 Examining the spatial patterns of co-morbidity of mental health and substance abuse at the street level. Paper presented at 74<sup>th</sup> Annual Meeting of the *American Society of Criminology*, Atlanta, GA.
- White, Clair, David Weisburd, and Victoria Goldberg  
2017 Hot Spots of Mental Health Issues: The Concentration and Overlap of Mental Health Calls for Service and Crime in Place. Paper presented at the 73<sup>rd</sup> Annual Meeting of the *American Society of Criminology*, Philadelphia, PA.
- Goldberg, Victoria, David Weisburd, and Clair White

- 2017 A Comparison of the Spatial Patterns of Calls-for-Service Associated with Mental Health with Other Call Types. Paper presented at the 73<sup>rd</sup> Annual Meeting of the *American Society of Criminology*, Philadelphia, PA.
- White, Clair, David Weisburd, and Victoria Goldberg  
2016 Community Policing for Mental Health: Findings from a Demonstration Project. Paper presented at the 72<sup>nd</sup> Annual Meeting of the *American Society of Criminology*, New Orleans, LA.
- White, Clair, David Weisburd, and Victoria Goldberg  
2016 Community Policing for Mental Health: Findings from a Demonstration Project. Poster presented at the 2016 Annual Meeting of the *American Public Health Association*, Denver, CO.
- Goldberg, Victoria, Clair White, David Weisburd  
2016 Resident Reactions to Proactive Mental Health and Policing: A Demonstration Project of a Police and Mental Health Professional Outreach Program in Baltimore, Maryland. Paper presented at the 72<sup>nd</sup> Annual Meeting of the *American Society of Criminology*, New Orleans, LA.
- Weisburd, David, Clair White, and Sean Wire  
2016 Examining the Impact of the Freddie Gray Unrest on Baltimore Citizens' Perceptions of the Police. Paper presented at the 72<sup>nd</sup> Annual Meeting of the *American Society of Criminology*, New Orleans, LA.
- Wooditch, Alese, David Weisburd, and Clair White  
2016 Collective Efficacy in Hot Spots of Crime. Paper presented at the 72<sup>nd</sup> Annual Meeting of the *American Society of Criminology*, New Orleans, LA.
- Ready, Justin, Clair White, David Weisburd, Brian Lawton, and Amelia Haviland  
2015 The Ecological Contamination Effect of Crime Hot Spots on Perceptions of Disorder. Paper presented at the 71<sup>st</sup> Annual Meeting of the *American Society of Criminology*, Washington, DC.
- White, Clair  
2015 Youth Receiving Treatment Services in the Juvenile Justice System: An Examination of funding sources and recidivism. Paper presented at the 71<sup>st</sup> Annual Meeting of the *American Society of Criminology*, Washington, DC.
- White, Clair  
2014 Youth Receiving Treatment Services in the Juvenile Justice System: An Examination of funding sources and recidivism. Paper presented at the 70<sup>th</sup> Annual Meeting of the *American Society of Criminology*, San Francisco, CA.
- White, Clair and Nancy Rodriguez

2013            The Role of Mental Health Problems and Race and Ethnicity in the Decision to Incarcerate Juveniles. Paper presented at the 69<sup>th</sup> Annual Meeting of the *American Society of Criminology*, Atlanta, GA.

Borrego, Andrea R. and Clair White

2013            Arrest-related Deaths Involving the Use of the TASER: A Case-level Comparison of Media Reports and Autopsy Reports. Paper presented at the 69<sup>th</sup> Annual Meeting of the *American Society of Criminology*, Atlanta, GA.

White, Clair, Justin Ready, and Charles Katz

2012            The Social Ecology of Prescription Drug Markets. Paper presented at the 68<sup>th</sup> Annual Meeting of the *American Society of Criminology*, Chicago, IL.

Ready, Justin, Clair White, Charles Katz, and David Choate.

2011            The Effects of Risk Aversion on Illegal Prescription Drug Use: Identifying Predictors of Rx Drug Use. Paper presented at the 67<sup>th</sup> Annual Meeting of the *American Society of Criminology*, Washington, D.C.

Spohn, Cassia, Katherine Tellis, Danielle Romain, and Clair White

2011            Unfounding Sexual Assault: False Reports by Victims and Police Suspicion of Victims. Paper Presented at the 48<sup>th</sup> Annual Meeting of the *Academy of Criminal Justice Sciences*, Toronto, ON.

Unnithan, Prabha, Tara Shelley, Michael Hogan, and Clair White

2010            The Influence of Procedural Justice on Citizen Satisfaction with State Police. Paper presented at the 66<sup>th</sup> Annual Meeting of the *American Society of Criminology*, San Francisco, CA.

Ready, Justin, Charles Katz, David Choate, and Clair White

2010            An Analysis of Predictors of Prescription Drug Use in a Representative Sample of Arrestees. Paper presented at the *International Association of Law Enforcement Planner's Conference*, Scottsdale, AZ.

## **RESEARCH INTERESTS**

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- Police Response to mental health crises
- Crime and Place/Communities
- Mental health problems and criminal justice
- Treatment and service use
- Quantitative methods

## **TEACHING EXPERIENCE**

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***Graduate Courses Taught***

Criminological Theory (CRJ502), Arizona State University

***Undergraduate Courses Taught***

Statistical Analysis (CRJ303), Arizona State University

Research Methods and Analysis in Criminology (CRIM315), George Mason University

Issues in Policing (CRMJ3490), University of Wyoming

Research Methods (CRMJ2685), University of Wyoming

Criminology (CRMJ2400), University of Wyoming

**TEACHING INTERESTS**

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- Statistics
- Quantitative Research Methods
- Policing
- Criminology
- Crime and Place
- Criminal Justice System(s)

**AWARDS & ACHIEVEMENTS**

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2010-2011 Graduate School Fellowship, Arizona State University  
2009-2012 Graduate Research Assistantship, Arizona State University  
2005-2009 Distinguished Scholars Award, Colorado State University  
2005-2009 Dean's List, Colorado State University  
2008 Sociology Alumni Award, Colorado State University  
2008 Selected by the College of Liberal Arts to participate in Collegiate Learning Assessment, Colorado State University  
2007 Selected for Student Exchange Program, Macquarie University, Sydney, AUS

**ACTIVITIES & SERVICE**

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***Editor***

2018 *Journal of Contemporary Criminal Justice*, Special Issue Guest Editor *Health and Crime and Crime Hot Spots*.

***Manuscript Reviewer***

*Justice Quarterly, Criminology & Public Policy, Rural Sociology, Journal of Research in Crime & Delinquency, American Journal of Community Psychology, Journal of Psychiatric and Mental Health Nursing, Journal of Crime and Justice, Journal of Quantitative Criminology, Journal of Experimental Criminology, Health & Place, Criminal Justice & Behavior, Policing: An International Journal of Police Strategies & Management, Policing: A Journal of Policy and Practice, European Journal on Criminal Policy and Research*

***Roundtables***

2018 Scholar Wonder Ladies: Divergent Pathways into Academia. Roundtable at 74<sup>th</sup> Annual Meeting of the *American Society of Criminology*, Atlanta, GA.

***College and University Service***

- 2022 Department Job Search Committee, University of Wyoming
- 2021-2022 WyGISC GIST Program Director Search Committee, University of Wyoming
- 2021-Present Faculty Advisor for the Criminal Justice Club, Undergraduate Student Organization, University of Wyoming
- 2019 Department Job Search Committee, University of Wyoming
- 2010-2013 Officer, Criminology and Criminal Justice Graduate Student Association, Arizona State University
- 2006 Criminal Justice Organization, Colorado State University

***Professional Development***

- 2020 Applied Multilevel Models for Longitudinal and Clustered Data, ICPSR Summer Program in Quantitative Methods of Social Research
- 2018- 2021 Teaching workshops, Ellbogen Center for Teaching and Learning, University of Wyoming
- 2017 ArcGIS Graduate Course, George Mason University
- 2016 Faculty Writing Retreat, George Mason University
- 2014 Dissertation Writing Camp, Arizona State University
- 2014 *R Statistical Workshop*, Arizona State University
- 2011-2012 Preparing Future Faculty, Arizona State University
- 2011 Online Webinars and In-Person Workshop for Pearson Learning Studio, Arizona State University and Pearson Publishing
- 2010-2012 Professional Development Series, School of Criminology and Criminal Justice, Arizona State University. Topics: *Approaches to writing, testing and grading, working with secondary data, ethics of publishing, conference presentations, teaching large classes*

**PROFESSIONAL AFFILIATIONS**

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- 2010- Present Member of American Society of Criminology  
*Division of Communities and Place*
- 2019 Member of Western Society of Criminology
- 2016 Member of American Public Health Association
- 2011 Academy of Criminal Justice Sciences

# Brittany Wardle

## CONTACT

(307) 680 - 8947 📞

brittany.wardle.blw@gmail.com @

Cheyenne, WY 📍

## SKILLS

Leadership  
Communication  
Critical Thinking  
Interpersonal  
Public Speaking  
Creativity  
Collaboration

## EDUCATION

MASTER OF PUBLIC  
HEALTH

Colorado School of Public  
Health  
August 2014

BACHELOR OF SCIENCE

Business Management,  
University of Wyoming  
May 2009

## PROFESSIONAL SUMMARY

Highly motivated public health professional with 12 years experience in prevention, public health science, and education. Team-oriented manager with demonstrated skills in project and grant management.

## EXPERIENCE

### Community Prevention Project Director

Cheyenne Regional Medical Center | 02/2019 – Present

- Lead community stakeholders to build and sustain prevention initiatives using evidence-based strategies
- Collaborate with partners to plan, implement, and evaluate data-driven strategic plans, needs assessments, and improvement plans
- Execute all grant required projects, reporting, and deliverables
- Develop and conduct workshops for local partners and community members on topics such as substance use, harm reduction, overdose prevention, and suicide prevention
- Manage employee performance including appraisals, support, training, and discipline

### Program Manager, Communicable Disease, Hospital Preparedness, & Health Equity

Wyoming Department Of Health | 02/2012 – 02/2019

- Responsible for planning, implementation, and evaluation of federal grants
- Developed statewide protocols, policies, and processes for disease prevention, intervention, and treatment
- Performed budget management tasks such as preparation and monitoring of grant program expenditures
- Fostered partnerships with local, county, and state agencies to address community health priorities
- Collected and analyzed data to identify statewide needs prior to planning, implementing, monitoring, and evaluating programs

## CERTIFICATIONS

Certified Health Education Specialist (CHES®), #25827, Exp. Date: 09/2025

## VOLUNTEER WORK

Cheyenne Tennis Association, Board Member, 2020 - Present

Key Spouse, 153 SFS, Wyoming Air National Guard, 2019 - Present

## **Natalie Villalobos**

**(307)630-9022, HelloNhi.09@gmail.com**

### **EDUCATION:**

- Master's degree in Social Work (2015), University of Wyoming
- Bachelors of Health Science in Social Work (2009), University of Wyoming

### **RELEVANT SKILLS**

- Bilingual (Spanish and English)
- Licensed Clinical Social worker (2017) in Wyoming
  - Certified Social Worker 2012-2016
- Youth Mental Health first Aid

### **SOCIAL WORK EXPERIENCE**

#### **Director of Social work**

**8/1/2019- present**

**Cheyenne Regional Medical Center**

- Oversee Psychiatric Assessment and Referral team
  - Provide supervision and guidance to clinicians in adherence to hospital policy and procedure.
  - Work with the emergency room on managing psychiatric patients
- Oversee Behavioral Health Services Case Management team
  - Provide supervision and guidance to clinicians in adherence to hospital policy and procedure.
  - Oversee treatment of patients on the inpatient psychiatric unit

#### **Psychiatric Assessment and Referral Team Clinician**

**Cheyenne Regional Medical Center**

**May 1, 2017 to current date**

- Psychiatric Assessment and Referral Team
- Clinically assess patients in the emergency room for Title 25
- Case management at Outpatient BHS
  - Discharge planning for patients in inpatient psychiatric treatment
  - Develop and implement treatment plan for stabilization of patients
  - Assess coping mechanisms and current functioning in inter psych, identity, inter –personal, family and group dynamics

#### **Medical Social Worker for CRMC Case Management**

**Cheyenne Regional Medical Center**

**February 2016- April 31, 2017**

- Discharge planning and accessing patient needs and providing resources
- Assessing patient for safety in the community

#### **Family Counselor**



Office of Youth Alternatives

September 2015 – February 2016

- Family counseling and intervention
- Crisis intervention with clients and families
- Assisting with assigning clients with mentors for mentorship program

**Student Intern**

Peak Wellness, Cheyenne Wyoming

February 2015 – May 2015

- Clinical Assessments
- Individual counseling

**Senior Counselor**

**Lead therapist for inpatient residential treatment rehabilitation unit from January 2012-2015 WestCare Wyoming-Wyoming Medium Correctional Facility**

- Supervising staff for the substance abuse treatment department
  - Managing 5-8 licensed clinicians, programming technicians as well as recreational coordinators
  - Develop and implement programming schedules for inpatient residential treatment.
  - Manage assigning case groups to therapist and ensuring treatment of the inmates
  - Work with the correctional facility interdisciplinary team to ensure compliance within policies and procedures
- Senior Counselor for inpatient residential treatment
  - Lead therapist – assigning groups, caseloads, providing supervision and support to other therapists.
  - Attending team meetings with other departments
  - Attending MDT and probation hearing meetings
- Assessment Severity Index for substance abuse needs
- Trained on DSM 5
- Treatment plans, case notes, and carrying a caseload.
- Managing staff and duties during daily activities of the substance abuse treatment program.
- Teaching substance abuse classes in a therapeutic community as well as therapeutic process groups
- Discharge planning for substance abuse aftercare needs
- Trained in working with inmate populations
- Academy for the State of Wyoming for correctional providers

**Family Care Coordinator**

Goodwill Wyoming, Cheyenne Wyoming

August 2009-December 2011

- Case management for youth on the Children's Mental Health Waiver
- Providing case management and services to the Developmentally Disabled population for youth and adults.

**Contract Worker**

Safe Harbor, Cheyenne Wyoming

July 2009-December 2011

- Provided supervision for families needed supervised visitation as well as exchanges.
- Case noting visits as well as coordinating visitation times and exchanges.
- Working with DFS on supervised visitations for families

**References**

- **Can be provided upon request**

**Profile**

Senior healthcare leader with background inclusive of behavioral health, population health, health informatics, and healthcare strategy with specific interest in health disparities / health outcomes for marginalized and vulnerable populations.

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**Departmental Leadership / Administrative Oversight**

- Population Health / Health Disparities / Health Inequities
  - Behavioral Health Services (Inpatient, Outpatient, and Crisis Assessment)
  - Strategic Planning / Market Share Analysis / Outreach and Development
  - Telehealth / Virtual Encounters / Hybrid Models
  - Program for the All-Inclusive Care of the Elderly (PACE)
  - Clinical Informatics Training
  - Project / Program Management
  - Grant Management
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**Key Accomplishments**

- Led divisions of clinical and non-clinical for 140+ staff / \$25m+ annual budget within healthcare system.
  - Increased awareness on healthcare disparities and access issues for specific populations and implementing targeted initiatives for improvement (i.e. LGBTQ+, Elderly, Non-housed, Racial Minorities, Lower Socio-Economic Status, Gender-specific, Uninsured / Under-Insured, etc.)
  - Engaged regularly with community groups on decreasing stigma of mental health services and the need for open discussions.
  - Implemented Population Health Management with integration of Value Based Purchasing (VBP) models.
  - Directed corporate training needs for EHR implementation (clinical and non-clinical modules).
  - Oversaw telehealth initiative pre and during COVID-19 pandemic.
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**Work Experience**

- **Cheyenne Regional Medical Center, Cheyenne, WY**
  - **Administrator, Behavioral Health and Population Health Services**
    - **7/2020 - Present**
    - Division oversight of Behavioral Health, Population Health, Telehealth, and grant-funded initiatives for the healthcare system. Inclusive of psychiatrists, therapists, social workers, nursing staff, behavioral health technicians, and all non-clinical staff (public health professionals, insurance navigators, WIC, Medical-Legal Partnership) supporting health system goals.
  - **Administrator, Population Health and Strategic Planning**
    - **3/2017 - 7/2020**
    - Division oversight of Care Management, Population / Community Health, PACE (Program for the All-Inclusive Care of the Elderly), Telehealth, Practice Transformation, grant-funded initiatives, Project Management Office, Alternative Payments, Communications / Marketing and Business Development.
  - **Director, Business Development and Analysis**
    - **2/2015 - 3/2017**
    - Analyzed industry trends and strategies for new and expanded service lines. Created and managed RFPs processes to investigate future partnerships and affiliations for executive management approval.
  - **Project Director, Wyoming Institute of Population Health**
    - **10/2013 - 2/2015**
    - Directed team on implementation of \$14.2m CMS grant through CMMI for the Healthcare Innovation Award to create Medical Neighborhoods state-wide utilizing

## Gregory W. O'Barr, Ph.D.

8435 Castaway Drive • Windsor, CO 80528, U.S.A.

Phone: 970.420.8226 • Email: [gregobarr@comcast.net](mailto:gregobarr@comcast.net) • LinkedIn: [www.linkedin.com/in/gregoryobarr](http://www.linkedin.com/in/gregoryobarr)

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PCMH transformation (NCQA standards), Care Transitions, Telehealth adoption, Medication Donation and Virtual Pharmacy programs.

- **Training Manager, Clinical Informatics**
    - **1/2012 – 10/2013**
    - Managed 52 Instructional Designers and Trainers on implementation of Epic electronic health record. Included oversight of lesson plans, class schedules and documented training of all 2,000+ employees (providers, clinical support, and business support).
  - **Lead Project Manager, Performance Improvement**
    - **1/2011 – 1/2012**
    - Implemented regulatory policies into daily operations to ensure compliance and best practice of clinical, technical and business teams (i.e. Inpatient vs. Observation required documentation for admissions, RAC reviews, data driven decision support).
  - **Lead Project Manager, Nursing Administration**
    - **9/2008 – 1/2011**
    - Led clinical, technical and business teams on implementation of organizational directed projects to improve clinical care.
  - **Intrado, Inc., Longmont, CO** **2/2001 – 9/2008**
    - **Senior Program Manager, Consulting and System Integration**
    - **Senior Program Manager, International System Engineering**
    - **Senior Project Manager, Software Development**
    - **Manager, Software Quality Assurance**
    - **Lead Test Engineer, Software Quality Assurance**
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### Certifications

- PMP Project Management Professional
    - Awarded: December 2005
    - PMP Certification #: 314915
    - Awarding Agency: Project Management Institute (PMI)
  - Member: Project Management Institute
    - Member ID: 504026
  - Six Sigma Green Belt
    - Awarded: May 2010
    - Awarding Agency: Caldwell & Associates
  - Change Management
    - Awarded: June 2019
    - Awarding Agency: Prosci, Inc.
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### Education

#### **Ph.D. Colorado State University, Fort Collins, CO**

Education and Human Resource Studies

Program: Organizational Learning, Performance, and Change

Status: Graduated

Research focus: Predictors of patient satisfaction scores (*HCAHPS*®) based on hospital characteristics.

Preliminary exam topic: Literature review of Value Based Purchasing (VBP) with emphasis on financial and cultural impacts to organizations.

#### **M.Ed. Colorado State University, Fort Collins, CO**

Education and Human Resource Studies

Program: Organizational Performance and Change

Status: Graduated

#### **B.S. Samford University, Birmingham, AL**

Business Management

Status: Graduated

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## Gregory W. O'Barr, Ph.D.

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Phone: 970.420.8226 • Email: [gregobarr@comcast.net](mailto:gregobarr@comcast.net) • LinkedIn: [www.linkedin.com/in/gregoryobarr](http://www.linkedin.com/in/gregoryobarr)

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### Publications – Peer Reviewed

Chermack, T., Coons, L. M., O'Barr, G. W., & Khatami, S. (2017). The Effects of Scenario Planning on Participant Reports of Resilience. *European Journal of Training and Development*. (41)4, 2-45.

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### Publications – Industry /Trade Magazine

Sherard, P. S., Olah, J., O'Barr, G. W. (2014). Medical neighborhoods are transforming care delivery in rural settings. *The Physicians Report*, 12-13;15.

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### Conference Presentations and Panels

McKibbin, C.L., Carrico, C.P., O'Barr, G.W.(2022, November). *The End of PACE: Opportunity for Advocacy and Education* presented at the annual meeting of the American Geriatric Society, Indianapolis, IN

McKibbin, C.L., Carrico, C.P., O'Barr, G.W. (2022, November). *The Power of Rural Partnership-: Meeting Needs and Fostering Innovation Through the Wyoming GWEP* presented at the annual meeting of the American Geriatric Society, Indianapolis, IN

McKibbin, C.L., Carrico, C.P., O'Barr, G.W. (2019, November). *Utilization of Remote Patient to Positively Impact Patient Outcomes* presented at the annual meeting of the American Geriatric Society, Austin, TX

Myrum, P.J., O'Barr, G.W., Sherard, P.S., Carrico, C.P. & McKibbin, C.L. (2018, May). *Impact of TACT® Protocols on Patient Outcomes* presented at the annual meeting of the American Geriatric Society, Orlando, FL

O'Barr, G. W. & Makela, C. J. (2017, April). *Predictability of Inpatient Satisfaction Scores Based on Hospital Characteristics: Quantitative Analysis of HCAHPS® Survey Data, 7/1/2013 through 6/30/2014* presented at the annual meeting of the American Council on Consumer Interests, Albuquerque, NM.

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### Volunteer Activities

- Larimer County Jail – GED tutor
    - Fort Collins, CO
    - July 2019 – April 2020 (discontinued due to COVID-19 protocols)
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*References available upon request*

# Sandra L. Newland

Cheyenne, WY 82001

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## PROFESSIONAL EXPERIENCE:

**Laramie County, Wyoming-Grants Manager** 10/2010-Present

Write and manage all County grants. Conduct the following for each grant: research, applications, budgets, meetings, awards, reports, compliance and closeout. Work with federal and state partners and community citizens. Development of contracts, bid documents, reporting and all grant related compliance items.

**City of Laramie-Albany County-EMA Grants Coordinator** 01/2008-10/2010

Research, apply and manage grants for City and County departments to include Fire Department, EMA, Police and Sheriff. Provided and coordinated disaster assistance with Homeland Security. Maintained accurate and updated inventories of equipment and products. Administered trainings and coordinated exercises for county.

## EDUCATION:

**University of Wyoming** 5/1/2004-12/1/2007

B.A. Arts and Sciences-Social Sciences-emphasis in Communications and Public Relations.

**Laramie County Community College** 5/10/2002-5/01/2004

Associates General Studies

**Laramie Senior High School** Graduated in May 2002

## SKILLS:

**Computer:** All Microsoft Office Suites (Excel, Word, Access, PowerPoint). Kwick Asset Grant Software, HTE and CAD software. WPM approximately 70

**Courses/Certificates:** All ICS/NIMS (Incident Command System) certificates, public speaking, grant management, grant writing, and CERT certification.

## VOLUNTEER WORK:

Treasurer of the Victim Services Foundation of Laramie County, responsible for fundraising events.

REFERENCES AVAILIABLE UPON REQUEST



# Wyoming Department of Health

Funding Opportunity Announcement:

Health and Human Services (HHS) Innovation Grant  
(DO-22-001)

# Wyoming Department of Health

## Funding Opportunity Announcement:

### Health and Human Services (HHS) Innovation Grant (DO-22-001)

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1. Overview Information

<b>Participating Organization(s)</b>	Wyoming Department of Health (WDH)
<b>Components of Participating Organization(s)</b>	WDH, Director's Office
<b>Funding Opportunity Title</b>	Health and Human Services (HHS) Innovation Grant
<b>Funding Opportunity Announcement (FOA) Number</b>	DO-22-001
<b>Announcement Type</b>	New
<b>Number of Applicants</b>	No limit
<b>Funding Opportunity Purpose</b>	<p>The WDH's mission is to promote, protect, and enhance the health of all Wyoming citizens.</p> <p>In 2022, the Wyoming Legislature appropriated \$5,000,000 of American Rescue Plan Act (ARPA) direct funds to the WDH for the HHS Innovation Fund. This appropriation is "for purposes of providing grants for health and human services innovations in rural health care, long-term care, provision of human services, community behavioral health, mental health and health information technology and digital medical innovation."</p> <p>This Funding Opportunity Announcement (FOA) invites applications to receive grants from the HHS Innovation Fund.</p> <p>Applications should propose research projects that test promising innovations for health and human services in:</p> <ol style="list-style-type: none"> <li>1. Rural health care;</li> <li>2. Long-term care;</li> <li>3. Provision of human services;</li> <li>4. Community behavioral health;</li> <li>5. Mental health; and</li> <li>6. Health information technology and digital medical innovation.</li> </ol> <p>These six priorities are referred to as the "HHS Innovation Areas."</p>

	<p>The WDH will award grants of up to \$625,000 each from the HHS Innovation Fund. Applications will be reviewed and scored by an advisory committee. Awardees will be selected amongst the highest-scoring applications. The final award amounts and count of awards will be subject to the Director's discretion. At all times, the WDH reserves the discretion to award zero (0) grants.</p> <p>All grants awarded under this FOA are subject to the terms and conditions imposed upon the Coronavirus State and Local Fiscal Recovery Funds (SLFRF) program under ARPA.</p> <p>Before applying, applicants are encouraged to consult the SLFRF final rule at 35 C.F.R. Part 35 (<a href="#">link here</a>), as well as guidance issued by the U.S. Department of the Treasury (<a href="#">link here</a>). Each applicant will be required to establish how their project qualifies as an eligible use of SLFRF funds.</p>
<b>Key Dates</b>	
Posted Date	June 6, 2022
Open Date (Earliest Submission Date)	July 1, 2022
Application Due Date (Last Submission Date)	September 1, 2022
Advisory Committee Review	Generally, two months after receipt date
Earliest Start Date	Generally, two months after advisory council review date and subject to state contracting and vendor management requirements
Expiration Date	December 31, 2026

## 2. Full Text Announcement

### A. Funding Opportunity Description

#### i. Purpose

This Funding Opportunity Announcement (FOA) invites applications for research projects that test health and human services (HHS) innovations for Wyoming in rural health care, long-term care, provision of human services, community behavioral health, mental health, and health information technology and digital medical innovation.

Awardees will receive funding for approved projects up to December 31, 2026.

#### ii. Background

The healthcare ecosystem is rapidly changing, nationally and in Wyoming. These changes have only been exacerbated by the COVID-19 public health emergency. In order to respond to and recover from the COVID-19 public health emergency, the Coronavirus State and Local Fiscal Recovery Funds (SLFRF) Program, as part of the American Rescue Plan Act (ARPA), delivers \$350 billion to state, local, and Tribal governments across the country.

The SLFRF program ensures that governments have the resources needed to:

- Fight the pandemic and support families and businesses struggling with its public health and economic impacts.
- Maintain vital public services, even amid declines in revenue.
- Build a strong, resilient, and equitable recovery by making investments that support long-term growth and opportunity.

During the 2022 Budget Session of the Wyoming Legislature, the Legislature appropriated funds from the SLFRF Program directly to state agencies for various purposes. *See* 2022 Wyo. Sess. Laws 109 (ch. 50). The Legislature refers to these funds as American Rescue Plan Direct (ARPD) appropriations.

This FOA regards the \$5,000,000 ARPD appropriation to the Wyoming Department of Health (WDH) for the HHS Innovation Fund. *See* 2022 Wyo. Sess. Laws 109, 110 (ch. 50, § 2). The Legislature directed:

This appropriation to the department of health is for purposes of providing grants for health and human services innovations in rural health care, long-term care, provision of human services, community behavioral health, mental health and health information technology and digital medical innovation.

2022 Wyo. Sess. Laws 109, 112 (ch. 50, § 2, fn. 7). Accordingly, the WDH has created the HHS Innovation Grant Program, as represented through this FOA.

#### iii. Objective and Scope

The objective of this FOA is to fund innovations in health and human services in six areas of focus (HHS Innovation Areas):

1. Rural health care;

2. Long-term care;
3. Provision of human services;
4. Community behavioral health;
5. Mental health;
6. Health information technology and digital medical innovation.

As a result, projects under this FOA should satisfy three elements:

- First, the project must “innovate.” This means the project should introduce or make changes in something established, especially by introducing new methods or ideas.
- Second, the project must pertain to health and human services (HHS). This means the project should seek to enhance the health and well-being of Wyoming residents by fostering sound, sustained advances in the sciences underlying medicine, public health, and social services.
- And finally, the project must prioritize one of the six HHS Innovation Areas. It is acceptable for applicants to propose a project that impacts more than one area, however, the project should have a clear focus on one.

In addition to the conditions imposed by the Legislature, projects under this FOA are limited by federal law. The \$5,000,000 available through the HHS Innovation Fund are funded by the SLFRF Program. The U.S. Treasury has adopted a final rule controlling the use of these funds under 31 C.F.R. Part 35. Each application will need to expressly establish how the proposed project is permitted to be funded under the final rule.

**B. Award Information**

<b>Funding Instrument</b>	Monetary grant: a support mechanism providing money to an eligible entity to carry out an approved project or activity
<b>Anticipated Number of Awards and Funds Available</b>	Eight awards of up to \$650,000 each are available out of the \$5,000,000 HHS Innovation Fund. As noted in this FOA, the WDH reserves the right to award zero (0) grants and expend zero (0) dollars.
<b>Award Budget</b>	Funds may be used only for those expenses that are directly related and necessary to the project and must be expended in compliance with 31 C.F.R. Part 35.
<b>Award Project Period</b>	The duration of the entire award may not exceed beyond December 31, 2026. All funds must be spent by December 31, 2026.

**C. Eligibility Information**

Any entity legally-authorized to operate in Wyoming is eligible to apply.

**D. Application and Submission Information**

There is no application form or template. However, an application must include all of the following elements:

1. Cover Page
  - a. Identify or name the entity submitting the application.
  - b. Provide a brief description of the research project proposal, in no more than three to five sentences.
  - c. Identify a point of contact for the application, including name, position/title, address, phone number, and email address.
2. Entity Information
  - a. Provide the entity's mission statement.
  - b. Provide a brief history of the entity.
  - c. Describe the entity's current programs and activities.
  - d. Describe a few top accomplishments of the entity within the last three years.
  - e. Provide the entity's IRS Employer Identification Number (EIN).
  - f. Provide a Certificate of Good Standing from the Secretary of State.
  - g. List the Board of Directors, or other relevant leadership.
3. Research Project Proposal
  - a. Describe the research project, answering the following questions:
    - i. How does the research project "innovate," meaning to introduce or make changes in something established, especially by introducing new methods or ideas?
    - ii. How does the research project pertain to health and human services, seeking to enhance the health and well-being of Wyoming residents by fostering sound, sustained advances in the sciences underlying medicine, public health, and social services?
    - iii. How does the research project prioritize one of the six HHS Innovation Areas?
  - b. Describe how the research project is eligible under the SLFRF Program. This description must include the following elements:
    - i. An analysis of how the project is permitted under the relevant U.S. Treasury regulations, located at 31 C.F.R. Part 35.
    - ii. Pincite(s) to the specific provision under the relevant U.S. Treasury regulations, located at 31 C.F.R. Part 35, applied above (e.g. "31 C.F.R. § 35.6(b)(3)(ii)(11)(i)").
  - c. Describe how the innovation underlying the research project is scalable and can be adopted by others.
  - d. Describe the Wyoming population(s) impacted by the research project and underlying innovation.
  - e. Describe all participants, users, clients, and other Wyoming residents who will be involved in or impacted by the research project.
  - f. Describe any partners in the research project, including the partner's role and the relationship with them.
  - g. Identify the staff and leadership who will be involved in the research project and provide their resume(s).
  - h. Provide a detailed timeline of the research project that shows major milestones.
  - i. Describe the budget for the research project, including funding sources, allocations, and any relevant restrictions on the use of funds – outside of the SLFRF program. Attach supporting documentation as appropriate.
  - j. Describe the plan for the financial sustainability of the research project or underlying innovation after the grant award has been exhausted.
4. Evaluation Information
  - a. Describe the desired outcomes and how these will be measured over time.
  - b. Describe the evaluation design, including the data collection and statistical methodologies that might be employed to estimate effects.

Applicants are encouraged to format their applications in a manner that reflects the enumerated elements above. For example, the application should provide the entity's IRS EIN under section or paragraph "2.e," or a reasonable alternative. This will assist the review to ensure the application is complete. Please be advised if an application is not well-organized, does not clearly address all of the enumerated elements above, or is otherwise of a lower quality, the application may receive a lower score compared to other submissions.

Each application must be submitted to the WDH via email at [wdh.hhs.innovation@wyo.gov](mailto:wdh.hhs.innovation@wyo.gov). Applications may be submitted no later than Thursday, September 1, 2022.

#### **E. Application Review & Selection Information**

Each application will be reviewed and scored by an advisory committee established by the WDH. This committee may include members outside of the WDH, including community and HHS stakeholders. The scoring of applications will be based on a rubric that accounts for how well the application satisfies the elements established under this FOA.

The Director will review the highest-scoring applications and independently select awardees based upon the purpose and objectives of the SLFRF Program and the HHS Innovation Fund. Since the WDH must be a responsible steward of taxpayer funds, the Director reserves the right to not award any grants, in the event the Director determines there are insufficient applications of merit.

#### **F. Award Administration Information**

All grants awarded under this FOA are subject to the terms and conditions imposed upon the SLFRF Program. All grants are also subject to State of Wyoming contracting and vendor management requirements.

#### **G. Agency Contacts**

Questions regarding this FOA may be submitted to [wdh.hhs.innovation@wyo.gov](mailto:wdh.hhs.innovation@wyo.gov).

#### **H. Right to Amend or Withdraw**

At all times, the WDH reserves the right to amend or withdraw this FOA. In the event the WDH substantially changes application criteria and an applicant has already submitted an application, the WDH will provide the applicant notice of the change and an opportunity to supplement the application, as necessary.