

**AGREEMENT TO PROVIDE EVALUATION SERVICES FOR THE LAW
ENFORCEMENT ASSISTED DIVERSION (LEAD) PROGRAM**

Between

LARAMIE COUNTY, WYOMING AND THE OMNI INSTITUTE.

This Agreement is made and entered into by and between Laramie County, Wyoming, 310 W. 19th Street, Suite 300, Cheyenne, Wyoming, 82003 ("COUNTY") and the OMNI Institute, 899 Logan St. Suite 600, Denver, CO 80203 ("CONTRACTOR").

I. PURPOSE

The CONTRACTOR is to provide program evaluation services for the Laramie County Law Enforcement Assisted Diversion (LEAD) program.

II. TERM

This Agreement shall commence on the date last executed by the duly authorized representatives of the parties to this Agreement, and shall remain in force until May 31, 2026 and/or until the project is completed by CONTRACTOR and accepted by COUNTY as set forth in the Agreement.

III. PAYMENT

COUNTY shall pay CONTRACTOR for services upon receipt of the CONTRACTOR'S invoice to the COUNTY as detailed in the proposal attached hereto as Attachment A, which is fully incorporated herein. The total payment to CONTRACTOR under this Agreement shall not exceed \$150,000 (proposal amount), unless negotiated by both parties in writing. Payment will be made to CONTRACTOR for services upon invoice. No payment shall be made before the last signature is affixed to this Agreement. Payments shall be in accordance with Wyo. Stat. § 16-6-602 (as amended). This project is being paid for with Federal Department of Justice Grant Funds (ALN #16.838).

IV. RESPONSIBILITIES OF CONTRACTOR

- A. CONTRACTOR shall provide evaluation services for the process, outcomes, short term, intermediate and long-term components of the LEAD program as detailed in Attachment B.
- B. CONTRACTOR shall work closely with COUNTY in coordinating the organization and evaluation plan of the program. CONTRACTOR will work with COUNTY as needed in accordance with such individuals or curriers as deemed appropriate by COUNTY.
- C. CONTRACTOR agrees to retain all required records for three (3) years after the County makes final payment and all other matters relating to the Agreement are concluded. CONTRACTOR agrees to permit access by the COUNTY or any of

its duly authorized representatives to any books, documents, papers and records of the CONTRACTOR, which are directly pertinent to this specific Agreement for purposes including but not limited to audit, examination, excerpts, and transcriptions.

V. GENERAL PROVISIONS

A. **Termination:** This Agreement may be terminated (a) by either party at any time for failure of the other party to comply with the terms and conditions of this agreement; (b) by either party, with thirty (30) days' prior written notice to the other party; or (c) upon mutual written agreement by both parties.

B. **Entire Agreement:** This Agreement (5 pages), Attachment A, the proposal (26 pages), and Attachment B, the RFP (16 pages) represent the entire and integrated agreement and understanding between the parties and supersede all prior negotiations, statements, representations and agreements, whether written or oral.

C. **Assignment:** Neither This Agreement, nor any rights or obligations hereunder shall be assigned or delegated by a party without the prior written consent of the other party.

D. **Modification:** This Agreement shall be modified only by a written agreement, duly executed by all parties hereto.

E. **Invalidity:** If any provision of this Agreement is held invalid or unenforceable by any court of competent jurisdiction, or if the COUNTY is advised of any such actual or potential invalidity or unenforceability, such holding or advice shall not invalidate or render unenforceable any other provision hereof. It is the express intent of the parties that the provisions of this Agreement are fully severable.

F. **Applicable Law and Venue:** The parties mutually understand and agree this Agreement shall be governed by and interpreted pursuant to the laws of the State of Wyoming. If any dispute arises between the parties from or concerning this Agreement or the subject matter hereof, any suit or proceeding at law or in equity shall be brought in the District Court of the State of Wyoming, First Judicial District, sitting at Cheyenne, Wyoming. The foregoing provisions of this paragraph are agreed by the parties to be a material inducement to CONTRACTOR and to COUNTY in executing this Agreement. This provision is not intended nor shall it be construed to waive COUNTY's governmental immunity as provided in this Agreement.

G. **Contingencies:** CONTRACTOR certifies and warrants no gratuities, kickbacks or contingency fees were paid in connection with this Agreement, nor were any fees, commissions, gifts or other considerations made contingent upon the award of this Agreement.

H. **Discrimination:** All parties agree they will not discriminate against any person who performs work under the terms and conditions of this Agreement because of race, color, gender, creed, handicapping condition, or national origin.

I. **ADA Compliance:** All parties agree they will not discriminate against a qualified individual with disability, pursuant to law as set forth in the Americans With Disabilities Act, P.L. 101-336, 42 U.S.C. § 12101, *et seq.*, and/or any properly promulgated rules and regulations relating thereto.

J. **Governmental/Sovereign Immunity:** COUNTY does not waive its Governmental/Sovereign Immunity, as provided by any applicable law including W.S. § 1-39-101 *et seq.*, by entering into this Agreement. Further, COUNTY fully retains all immunities and defenses provided by law with regard to any action, whether in tort, contract or any other theory of law, based on this Agreement.

K. **Indemnification:** To the fullest extent permitted by law, CONTRACTOR agrees to indemnify and hold harmless COUNTY, its elected and appointed officials, employees and volunteers from any and all liability for injuries, damages, claims, penalties, actions, demands or expenses arising from or in connection with work performed by or on behalf of CONTRACTOR for COUNTY except to the extent liability is caused by the sole negligence or willful misconduct of COUNTY or its employees. CONTRACTOR shall carry liability insurance sufficient to cover its obligations under this provision and provide COUNTY with proof of such insurance.

L. **Third Parties:** The parties do not intend to create in any other individual or entity the status of third party beneficiary, and this Agreement shall not be construed so as to create such status. The rights, duties and obligations contained in this Agreement shall operate only between the parties to the Agreement, and shall inure solely to the benefit of the parties to this Agreement.

M. **Conflict of Interest:** COUNTY and CONTRACTOR affirm, to their knowledge, no CONTRACTOR employee has any personal beneficial interest whatsoever in the agreement described herein. No staff member of CONTRACTOR, compensated either partially or wholly with funds from this Agreement, shall engage in any conduct or activity, which would constitute a conflict of interest relative to this Agreement.

N. **Force Majeure:** Neither party shall be liable to perform under this Agreement if such failure arises out of causes beyond control, and without the fault or the negligence of said party. Such causes may include, but are not restricted to, Act of God or the public enemy, fires, floods, epidemics, quarantine restrictions, freight embargoes, and unusually severe weather. In every case, however, a failure to perform must be beyond the control and without the fault or the negligence of said party.

O. **Limitation on Payment:** COUNTY's payment obligation is conditioned upon the availability of funds, which are appropriated or allocated for the payment of this obligation. If funds are not allocated and available for the continuance of the services and equipment provided by CONTRACTOR the Agreement may be terminated by COUNTY at the end of the period for which funds are available. COUNTY shall notify CONTRACTOR at the earliest possible time of the services, which will or may be affected by a shortage of funds. At the earliest possible time means at least thirty (30) days before the shortage will affect payment of claims, if

COUNTY knows of the shortage at least thirty (30) days in advance. No penalty shall accrue to COUNTY in the event this provision is exercised, and COUNTY shall not be obligated or liable for any future payments due or for any damages as a result of termination under this provision. This provision shall not be interpreted or construed to permit COUNTY to terminate this Agreement in order to acquire similar services from another party.

P. Notices: All notices required and permitted under this Agreement shall be deemed to have been given, if and when deposited in the U.S. Mail, properly stamped and addressed to the party for whom intended at such parties' address listed herein, or when personally delivered personally to such party. A party may change its address for notice hereunder by giving written notice to the other party.

Q. Compliance with Law: CONTRACTOR shall comply with all applicable laws, regulations and ordinances, whether Federal, State or Local.

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**AGREEMENT TO PROVIDE EVALUATION SERVICES FOR THE LAW
ENFORCEMENT ASSISTED DIVERSION (LEAD) PROGRAM
Between
LARAMIE COUNTY, WYOMING AND THE OMNI INSTITUTE.**

Signature Page

LARAMIE COUNTY, WYOMING

By: _____ Date _____
Chairman, Laramie County Commissioners

ATTEST:


By: _____ Date _____
Debra Lee, Laramie County Clerk

CONTRACTOR: OMNI INSTITUTE

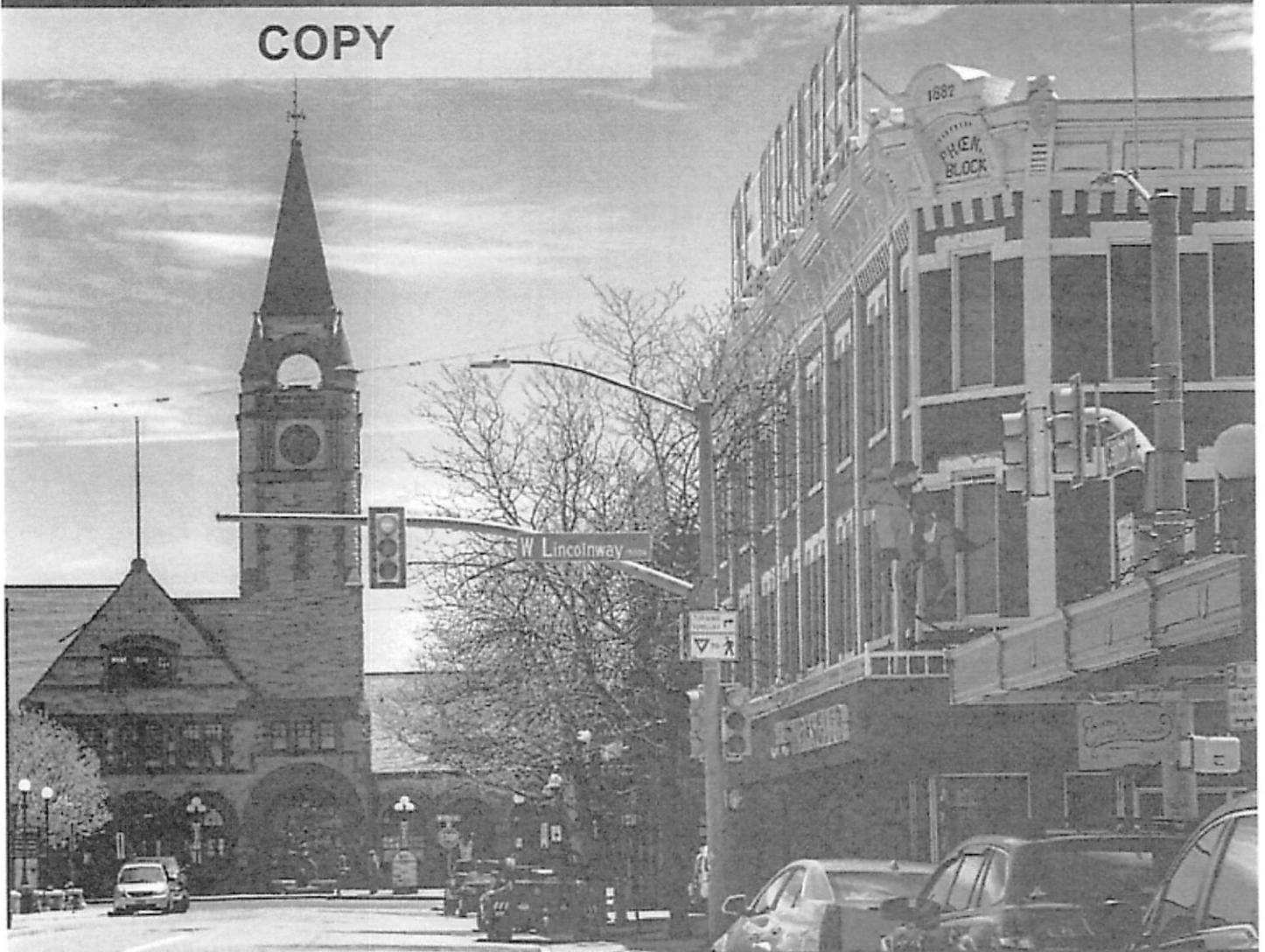
By:  _____ Date 4/10/2024
Name: Holen Hirsh
Title: Vice President

This Agreement is effective the date of the last signature affixed to this page.

REVIEWED AND APPROVED AS TO FORM ONLY:

By:  _____ Date 4/9/24
Laramie County Attorney's Office

COPY



OMNI INSTITUTE PROPOSAL

Laramie County Law Enforcement Assisted Diversion (LEAD) Program Evaluation Services



OMNI Institute Proposal:

Laramie County Law Enforcement Assisted Diversion (LEAD) Program Evaluation Services

Submitted to:

Laramie County

For more information, please contact:

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Proposal Manager
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OMNI Institute
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Evaluation Plan

OMNI Institute (OMNI) is pleased for the opportunity to submit a response to your request for proposals to provide evaluation services for the Law Enforcement Assisted Diversion (LEAD) Program in Laramie County, Wyoming. We would be honored to support reaching your goal of “*reduced recidivism for low-level drug offenders in Laramie County, strengthened collaboration across county and city departments and community-based organizations to better meet the needs of individuals with a history of substance use, mental health disorders, or low-level drug offenses, and increase community public health and safety.*” In the following Evaluation Plan and overview of our organization, we outline our expertise in leading evaluations of LEAD and other programs at the intersection of behavioral health and justice systems in addition to our direct experience working in the state of Wyoming.

OMNI's 3D Framework for Evaluation

OMNI's *3D Framework* for research and evaluation guides our service provision. The *3Ds*—Design, Discover, and Deliver—reflect our belief in the essential and equal importance of informed design, rigorous and collaborative discovery, and meaningful delivery and dissemination to ensure that our work is people-centered, equitable, and impactful. Our activities and approach across the *3Ds* ensure methodological rigor, a firm understanding of the landscape (including local context, politics, and realities of implementation), and alignment with OMNI's core values.



DESIGN - Set a foundation for valid, reliable results

- **Client Alignment:** Our team aligns with you and your team on objectives and critical project insights.
- **Project Plan:** Our team develops a customized project plan to address specific project needs and identify the methodological tools and facilitation approaches to ensure project success.
- **Management Plan:** OMNI and your project leadership agree to project management practices to guide our work together. OMNI and your team, together, confirm a final scope of work and timeline, establish communication norms, and set a meeting schedule for regular check-ins.

DISCOVER - Employ rigorous, collaborative methods to generate insights

- **Data Collection:** Our team of experts builds a robust analytic and measurement framework and collects qualitative and quantitative data through primary and secondary methods to measure reach, fidelity, efficacy, and effectiveness.

- **Engagement:** We ensure representative community voice through surveys, focus groups, interviews, and other innovative engagement and data collection strategies. Regardless of method, we keep equity at the forefront.
- **Analysis & Synthesis:** Our team analyzes and synthesizes the results from multiple sources to develop an initial set of insights and recommendations.

DELIVER - Turn toward action

- **Make Meaning:** We re-engage with key audiences (clients/partners/community) to reflect on findings together and contextualize interpretation. Our team creates audience-specific deliverables that maximize understanding and impact of the results, meet funder requirements, and exceed client goals.
- **Actionable Recommendations:** We map our initial recommendations to a capacity or feasibility assessment to develop a targeted and specific action plan with feasible next steps.
- **Accelerate Impact:** We reach key audiences with targeted and tailored communications through convenings, presentations, white papers, reports, or journal submissions.

OMNI's 3D Approach is flexible to be implemented across any program/policy evaluation and scalable at each level to be tailored to project needs.

Evaluation Approach

DESIGN - Set a foundation for valid, reliable results

Client Alignment & Project Kickoff

The first area of work is designed to create a strong foundation that fosters buy-in across all involved partners and sets the stage for a successful process and outcomes evaluation. To begin, OMNI will facilitate a virtual kickoff meeting with Laramie County LEAD program leadership/staff to build working relationships, discuss our approach, align on overall project goals, identify any other partners to include in the work, and establish communication plans that will foster project success. During the kickoff meeting, OMNI will also seek to understand next steps in facilitation of data use and sharing agreements with appropriate LEAD partners. Following the meeting, OMNI will produce a detailed work plan with timelines, budget, and responsible parties for all tasks. This will be a living document that OMNI and Laramie County jointly reference throughout all phases of work. OMNI will provide updated versions of the work plan, at a minimum monthly, throughout the entirety of the project period.

Project/Evaluation Plan

OMNI will collaborate with Laramie County to create an evaluation plan that is feasible given the timeline and the availability of data and project resources. The evaluation plan will specify: the metrics to be used for process and outcome indicators; the sources of these data (e.g., interviews, case notes, arrest cover sheets, NEON One case management system, and validated measurement tools selected in collaboration); responsible parties for data collection (e.g., OMNI team, Laramie County team, partner teams); timelines for data collection, submittal, and reporting; and how the data will be used to address the broader evaluation goals. While much of the evaluation plan will be driven by the federal requirements for the Bureau of Justice Assistance (BJA) Comprehensive Opioid, Stimulant, and Substance Abuse Site Based Program (COSSAP) evaluations, additional pieces will be tailored to specifics of the Laramie County LEAD program based on Laramie County's specific goals. *OMNI will pay close attention to an appropriate balance of quantitative data collection mechanisms and qualitative data collection mechanisms (including financial, staffing, operational enrollment, case summary data, interviews, and surveys) to ensure a balanced evaluation approach that considers multiple types of data.*

Of note, during the evaluation planning period, OMNI will examine availability of data to determine approach and feasibility for the creation of a treatment and control group so that quality of life outcomes for LEAD participants compared to similar non-LEAD participants can be assessed. As specified by the RFP, indicators may include re-arrest and recidivism, treatment completion rates, subsequent conviction, psychosocial changes, housing, and economic/employment status. Additionally, the evaluation planning period will determine an approach for cost-benefit

analysis, which may include booking and prosecution costs, jail day(s), treatment, and prison incarceration. The final evaluation plan and indicators used will be determined by availability of data and feasibility of data access.

While specific evaluation questions will be developed in collaboration with Laramie County, we share the following to highlight example process and outcome questions. Actual questions will depend on the final evaluation goals Laramie County identifies in discussions with OMNI. Metrics to address each question will be selected by prioritizing BJA reporting requirements and other key evaluation needs of Laramie County.

Short-Term Evaluation Question Examples

- To what extent do LEAD participants demonstrate decreased criminal activity (e.g., reduced incidents of re-arrest)?
- To what extent do LEAD participants demonstrate decreased harm to self and others?
- To what extent do LEAD participants demonstrate decreased substance use?
- To what extent do LEAD participants demonstrate increased quality of life, including psychosocial functioning?
- To what extent do relationships between LEAD participants and staff improve over time of engagement in the program?
- To what extent do LEAD participants have improved access to medical care?
- To what extent do LEAD participants have improved short-term outcomes as compared to similar non-LEAD participants?
- At a community-level, to what extent does access to services for Laramie County residents in need of behavioral health care services improve over time?

Intermediate-Term Evaluation Question Examples

- To what extent do LEAD participants have improved housing stability?
- To what extent do LEAD participants increase participation in educational and vocational training?
- To what extent do LEAD participants demonstrate increased self-sufficiency?
- To what extent do LEAD participants associate less with negatively influencing peer groups?
- To what extent do LEAD participants continue to demonstrate decreased criminal activity?
- To what extent do LEAD participants have increased access to assessments and treatment?
- To what extent do LEAD participants have improved intermediate-term outcomes compared to similar non-LEAD participants?
- At a community-level, to what extent are there fewer community members struggling with substance use because they have needed supports?

Long-Term Evaluation Question Examples

- At a community-level, to what extent does recidivism decrease over time?
- At a community-level, to what extent does demand for social services decrease over time?
- At a community-level, to what extent do relationships between law enforcement and people struggling with mental health and substance use issues improve?
- At a community-level, to what extent are individuals diverted more often to appropriate treatment services vs. punitive approaches? How does this relate to public safety resources being freed up for other uses?
- How do community-based services for individuals post-incarceration evolve over time?
- How does collaboration between the city, county, and community-based organizations evolve over time?
- How do city, county, and community-based organizations view sustainability of the LEAD program?
- What changes or evolution in LEAD programming should be implemented, considering capacity and feasibility considerations?

Project Management Plan

OMNI is committed to a collaborative, client-centered approach, working in partnership with clients and other partners to ensure that their expertise, perspectives, and needs inform every stage of the work. OMNI regularly reviews the project goals, objectives, and planned deliverables with our clients to ensure that they remain responsive. We understand the value of strong communications and project management and our approach includes a shared project work plan that is monitored and updated on a regular basis; communicating meeting agendas in advance and sharing meeting notes with key decisions and follow up action items; regularly scheduled check-ins to provide updates on project progress and problem-solving of issues; and documentation of when key tasks have been completed and approved by clients, including any agreed-upon deviations to scopes of work. As part of our management plan, we will include regularly scheduled virtual meetings with LEAD program leadership/staff as well as with the *Key Stakeholder Policy Committee*, the *Operational Work Group*, and other groups as necessary. More about our successful management approach is available in Tab 1. Respondent Profile.

DISCOVER - Employ rigorous, collaborative methods to generate insights

Ethical Data Collection

At the outset of data collection and analysis activities, OMNI will partner with LEAD program staff to ensure that all necessary safeguards are in place for ethical data collection and reporting activities.

Data Use & Data Sharing. OMNI will work with LEAD partners to put data use and sharing agreements in place, determined by need for data access outlined in the Evaluation Plan. OMNI staff have a wealth of experience developing data sharing and confidentiality agreements to support access and management of sensitive data, including with state agencies and on cross-site data collection efforts. OMNI regularly enters into Data Use Agreements (DUAs), Business Associates Agreements (BAAs), and multi-site data sharing agreements with clients depending on the nature of the partnerships and legal requirements.

Data Privacy & Security. OMNI's Privacy and Security Policy and protocols were developed to support the protection of personally identifiable information (PII) and guided by the Health Insurance Portability and Accountability Act (HIPAA). When projects contain PII, the sensitive data are stored in an encrypted, secure folder through OMNI's Dropbox account, and only staff who are working directly with the data have access to the folder. Data stored in OMNI's Dropbox account is protected by industry-standard securities including firewalls, network vulnerability scanning, network security monitoring, and intrusion detection systems. OMNI also conducts annual risk assessments, secures its workstations, and uses industry standards for the protection of hardware, software, and applications.

Institutional Review Board (IRB). OMNI will partner with LEAD program leadership/staff to determine the need for IRB, guided by the evaluation plan. OMNI staff have substantial experience developing and overseeing Institutional Review Board (IRB) protocols. OMNI has a Federal-Wide Assurance (FWA) with the IRB of the University of Colorado, Boulder, and has experience working with university-based and private IRBs on research protocols with varying levels of complexity (e.g., low-risk projects under expedited review; multi-site, full board determinations). OMNI staff participate in annual training to ensure the appropriate handling and management of sensitive information and they are certified on human subjects' protections through the CITI Program's research and ethics compliance training.

Qualitative Data

Guided by the evaluation plan, OMNI will collect qualitative data that may include *"financial, staffing, and operational data, enrollment and case summaries, and qualitative data gathered through interviews and surveys"* to understand process and outcomes of the Laramie LEAD program. We envision that in year 1 (contract start – May 31, 2024), we will rely primarily on qualitative data collection focused on LEAD leadership and partners to inform the first year Annual Summary. Final qualitative data collection approaches will be determined in collaboration with the Laramie LEAD team during the project planning period, but may include the following.

Laramie LEAD Participant Feedback. There are multiple approaches that we will consider in evaluation planning to obtain participant feedback. The first approach would involve a series of interviews with participants to better

understand their experiences with the LEAD program. This approach has the benefit of obtaining rich and nuanced data about the quality of the interaction, perceived trauma and cultural competencies of the services, and subsequent impact on their lives. We are attuned to the fact that participants in the LEAD program will have lived experiences such as trauma, homelessness, addiction, illegal activities related to substance use disorder and subsequent experience with the criminal justice system, and mental health disorders, among others. We will take careful measures to ensure that qualitative data collection tools are culturally sensitive and responsive, ease slowly into heavier issues, and include gentle probes to illicit deeper responses. We will use our most skilled qualitative researchers to ensure that we create a trusting environment that promotes honest feedback, and, as such, that qualitative data collection is a positive experience for participants where they feel supported and respected. In addition, participant incentives, such as gift cards, help acknowledge the time and expertise that individuals are sharing. A second, or supplemental approach, would be for the research team to work with program staff to develop a survey that could be administered by program staff within a given timeframe (~30 days) after the initial encounter to serve the dual purpose of gathering clinical information that might be helpful for ongoing follow-up as well as ascertain their feedback about the program. Finally, we will also consider review of case summaries as a means for gaining deeper qualitative insights into the experiences and outcomes of participants in the Laramie LEAD program.

LEAD Partner Feedback. Other key qualitative data collection activities will include interviews or information gathering from individuals working across law enforcement and behavioral health who are involved in the work. It is critical to hear from key partners early and on a regular basis to assess their perceptions of collaboration and program effectiveness. Key partners can also provide insight into other components of the program such as financial, staffing, and operational functioning. As such, OMNI will work with program staff to determine qualitative data collection mechanisms with key partners which may include a brief survey, interviews, and/or information collected through OMNI's participation in ongoing meetings with the County, the *Key Stakeholder Policy Committee*, and the *Operational Work Group*.

Quantitative Data /Quasi-Experimental Design

Based on our understanding of the RFP, the Laramie LEAD program aims to compare difference in quality of life outcomes between LEAD program participants and individuals who are similar but do not participate in LEAD. Based on availability of data and the final evaluation plan, there is opportunity for a prospective quasi-experimental design in which we can compare outcomes between two groups: those who receive LEAD services and those with similar charges who do not.

When implementing quasi-experimental designs, it is of critical importance to identify and measure key factors that may influence participation in the intervention (e.g., demographic and individual characteristics) and program outcomes. To account for possible differences between those who participate in LEAD and those who do not, ideally, we will use propensity score matching analysis that creates a matched sample or assigns weights to cases based on the probability of being in the intervention group. The technique requires access to individual-level data and uses propensity scores, or predicted probabilities, of group membership to match subjects on a set of key characteristics. Logit or probit analyses are typically used to estimate propensity scores, and then a variety of techniques (e.g., nearest neighbor, optimal) are available to effectively match individuals and balance the composition of the intervention and control groups for which outcomes are compared. OMNI will work collaboratively with the Laramie LEAD team to determine the feasibility of this approach and define the key variables for matching (e.g., demographic characteristics, mental health status, substance use disorder status, current use of alcohol or other substances, housing status, criminal history, etc.).

Cost-Benefit Analysis

The Laramie LEAD program also aims to demonstrate the cost-benefit of program participation for LEAD participants compared to the control group. OMNI has supported organizations in developing both forecasted and evaluative Social Return on Investment (SROI) models, in which cost-benefit analyses are conducted. OMNI has experience quantifying cost-benefits across a variety of settings, including the economic benefits of family supportive services; investments in

substance use prevention, treatment, and recovery initiatives; entrepreneurship for historically marginalized communities; and fiscal sponsorship for mission-driven initiatives. In some cases, we have partnered with organizations to specify a forecasted SROI model, and then developed evaluation infrastructure to assess the indicators needed to estimate that model (i.e., providing proof of concept). In others, we have conducted evaluative SROI models that retrospectively assess the SROI to a given sector. OMNI typically uses the New Economics Foundation model for estimating SROI (including quantification of the outcome(s) of interest, deadweight, attribution, monetized value of the outcome, and intervention cost), and conducts sensitivity analyses to test assumptions included in the model and identify boundaries of the quantified returns. For the Laramie LEAD program, we will determine feasibility of a cost-benefit analysis during the evaluation planning period of work and determine a final approach in collaboration with Laramie LEAD leadership.

DELIVER - Turn toward action

Reporting

OMNI is experienced in reporting for BJA COSSAP funded evaluation initiatives and will focus reporting such that it supports grant required reporting in the *Performance Measures Questionnaire*, as well as addressing other reporting needs of Laramie County. In all of our reporting, we employ multiple strategies to ensure that information is crisp, clear, digestible, and actionable, while ensuring that the technical details that are critical for key partners and decision makers, and that support accountability, are accessible and comprehensive. These strategies include:

- *Using best practices in data visualization.* We know that when findings are communicated well, they facilitate better insights and opportunities for action. Quality visuals make data more interpretable and more accessible to multiple audiences. We rely on data visualization in the service of equity: clearly and simply communicating data provides an opportunity for partners of all backgrounds to be informed and have an understanding of data without having academic training or skills in statistical interpretation.
- *Structuring the content and sequence of reports to prioritize a focus on the most key information.* For example, we often make use of appendices for display of more detailed data tables, allowing us to better highlight critical takeaways from extensive analysis within the core narrative.
- *Adequately contextualizing data findings and recommendations.* Reporting should ensure that conclusions drawn, and that the proposed strategies/activities to be implemented are understood within a larger narrative framework that recognizes strengths and limitations of methods and places equity at the forefront in considering how the information will be interpreted and applied.

For the Laramie LEAD evaluation, we envision three primary reporting deliverables:

Annual Summary

OMNI will complete an annual program evaluation summary for each year of the funding period (3 summaries total). As noted above, we anticipate that the first-year summary will rely heavily on qualitative data and may include some quantitative data that is readily available and feasible given necessary data use and sharing agreements. Summaries will be brief (3-5 pages), highly visual reports that can be used internally for LEAD program staff to reflect on program progress, learnings, and areas for improvement. Summaries will be designed to also meet the dual purpose of being a communication tool for the Laramie LEAD program to share highlights on the LEAD program with partners throughout the Laramie County community.

BJA COSSAP Reporting Performance Measures Questionnaire

OMNI will also work closely with Laramie County to support timely submission of quarterly and semi-annual reports to BJA. All required performance measures will be collected as part of the larger, project-wide Evaluation Plan and OMNI will have responsibility for ensuring that data can be submitted effectively to meet grant reporting requirements.

Final Evaluation Report at end of Grant Cycle

At the end of the 3-year grant cycle, OMNI will produce a final, comprehensive evaluation report (one report total). The final report will include a complete evaluation overview, including the evaluation questions used to guide the work, outcomes associated with each key evaluation question, comparison of LEAD program participants to an appropriate comparison group, cost-benefit analysis of available data, and overall impact on program participants and the broader community. Data included in the report will be guided by an analysis plan and will include process and outcome data that are both quantitative and qualitative in nature. The final report will adhere to OMNI's best practices in reporting and design and will serve as a full overview of the evaluation cycle that can be shared internally and broadly, as needed.

Work Plan & Timeline

Laramie LEAD Evaluation Work Plan & Timeline	
DESIGN - Set a foundation for valid, reliable results	
<ul style="list-style-type: none">• <i>Client Alignment:</i> Our team aligns with you and your team on objectives and critical project insights.• <i>Project Plan:</i> Our team develops a customized project plan to address specific project needs and identify the methodological tools and facilitation approaches to ensure project success.• <i>Management Plan:</i> OMNI and your project leadership agree to project management practices to guide our work together. OMNI and your team, together, confirm a final scope of work and timeline, establish communication norms, and set a meeting schedule for regular check-ins.	
Deliverables	Timeline
Facilitated virtual project kick-off meeting with the Laramie LEAD team	Within 2 weeks from contract start
Finalized project work plan with articulated deliverables and deadlines; updated monthly and reviewed by all parties to reflect agreed-upon adjustments to the plan	April 30, 2024
Comprehensive evaluation plan that clearly articulates evaluation questions, data sources, partner/community engagement, responsible parties, and timelines	May 31, 2024
Virtual meeting facilitation/participation, agendas, notes: to include Laramie LEAD team, <i>Key Stakeholder Policy Committee</i> , <i>Operational Work Group</i>	Contract start – May 31, 2026
DISCOVER - Employ rigorous, collaborative methods to generate insights	
<ul style="list-style-type: none">• <i>Data Collection:</i> Our team of experts builds a robust analytic and measurement framework and collects qualitative and quantitative data through primary and secondary methods to measure reach, fidelity, efficacy, and effectiveness.• <i>Engagement:</i> We ensure representative community voice through surveys, focus groups, interviews, and other innovative engagement and data collection strategies. Regardless of method, we keep equity at the forefront.• <i>Analysis & Synthesis:</i> Our team analyzes and synthesizes the results from multiple sources to develop an initial set of insights and recommendations.	
Deliverables	Timeline
Data use and data sharing agreements with appropriate partners	September 30, 2024
Determination of need for IRB ¹	May 31, 2024

¹ Please note: Should it be determined in collaboration with Laramie County that an IRB is necessary, OMNI will work collaboratively with Laramie County to shift project resources so that IRB costs can be covered or discuss additional budget needed for IRB.

Deliverables	Timeline
Qualitative data collection & analysis (final approach to be determined during Evaluation Planning)	Contract start – March 31, 2026
Quantitative data collection & analysis (final approach to be determined during Evaluation Planning)	Contract start – March 31, 2026
DELIVER - Turn toward action <ul style="list-style-type: none"> • <i>Make Meaning:</i> We re-engage with key audiences (clients/partners/community) to reflect on findings together and contextualize interpretation. Our team creates audience-specific deliverables that maximize understanding and impact of the results, meet funder requirements, and exceed client goals. • <i>Actionable Recommendations:</i> We map our initial recommendations to a capacity assessment to develop a targeted and specific action plan with feasible next steps. • <i>Accelerate Impact:</i> We reach key audiences with targeted and tailored communications through convenings, presentations, white papers, reports, or journal submissions. 	
Deliverables	Timeline
Annual Summary Reports	May 31, 2024; May 31, 2025; May 31, 2026
BJA COSSAP Reporting/Performance Measures Questionnaire	As required per grant timelines
Final Evaluation Report	May 31, 2026
Final virtual presentation of evaluation findings to project leadership and other identified partners	May 31, 2026

Relevant Experience

OMNI has extensive prior experience evaluating law enforcement diversion programs, co-responder programs, other programs at the intersection of behavioral health and justice systems, and BJA COSSAP funded programs. We detail our experience further in the section below on “Organization and Project Staff.”

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Organization and Project Staff

Organization

Founded and headquartered in 1982 in Denver, Colorado, OMNI Institute (OMNI) has honed a nationally recognized service delivery model that is focused on rigorous research and application of best practices, authentic engagement with our clients and their vested partners, and the cross-systems expertise and insights needed to address complex social issues. We operate by four core values: *Inquiry* to uncover the best possible solutions to challenges, *Agility* in our approach, *Accountability* for our work, and a true *Connection* to our clients and the communities that they serve. We have a proven track record of conducting research and evaluation projects in the state of Wyoming. We share more about our organization and technical expertise in *Tab 1. Respondent Profile*.

Relevant Experience

Below, we provide descriptions of our previous experience with similar projects and highlight related technical expertise.

Boulder County Law Enforcement Assisted Diversion (LEAD) Assessment (2019)

In 2019, Boulder County Public Health contracted with OMNI to conduct an assessment to develop recommendations for a county-wide approach to linking people to care for behavioral health issues. The assessment had five key components, including an assessment of law enforcement assisted diversion (LEAD) and co-responder programs and models in the county. OMNI conducted a comprehensive review of diversion models and systems, including a program site visit, while leveraging partner expertise to grasp critical issues and the local context. Using varied information gathering methods, OMNI facilitated existing meetings, conducted individual/small group phone interviews, held virtual meetings, and administered an online survey to ensure input from all necessary partners. Findings from the LEAD assessment were combined with other parts of the assessment, resulting in a set of recommendations to the county for implementation of coordinated behavioral healthcare provision. See: <https://omni.org/bcph-bh-recommendations>.

Boulder County, Colorado Opioid Abuse Site-Based Program Evaluation (2018-2022)

In 2018, Boulder County was awarded a Comprehensive Opioid Abuse Site-based Program (COAP) grant from the Bureau of Justice Assistance (BJA) under the U.S. Department of Justice to develop and implement a comprehensive and coordinated strategy to address opiate use among residents experiencing the County's carceral system. Through the provision of services to this population while in custody and at the point of release back to the community, COAP aims to reduce opioid use, overdose fatalities, and criminal justice system involvement. COAP uses clear but flexible processes for identifying eligible clients (e.g., through multiple assessments of criminogenic risk), facilitating assessments, providing in-custody substance use treatment, and ensuring continued support services post-release. OMNI's evaluation explored COAP client characteristics (e.g., how COAP participant demographics compared to those of the larger jail); program enrollment patterns over time; client experiences and satisfaction with the program (e.g., access to Medication Assisted Treatment, referrals to community service providers, perceptions of interactions with COAP staff and of services); and examined client outcomes, such as recidivism and the nature of re-offenses.

Pitkin Area Co-Responder Team Evaluation (2020-Present)

The Pitkin Area Co-Responder Team (PACT)—a collaboration between Pitkin County Public Health, Mind Springs Health, Aspen Police Department, Pitkin County Sheriff's Office, and Snowmass Village Police Department—pairs a mental health clinician with local law enforcement in response to calls for service that have a behavioral health or substance use component. PACT also offers Peer and Case Management Services. In addition to supporting the PACT program with foundational evaluation elements, including the development of a program logic model and supporting sustainability planning, OMNI takes a lead role in data collection and oversees quarterly and annual reporting on

information tracked for both of the program's funding streams. OMNI and the PACT team collaborated to develop a client satisfaction survey, and OMNI works closely with Julota (PACT's data management system) to ensure accurate recording of client encounters, law enforcement referrals, demographics, substance use data, and agency referrals. This effort supports the PACT team's ability to independently retrieve relevant performance data. OMNI also reports on dispatch data, involving active calls and follow-ups by clinicians when accompanied by law enforcement, as well as referrals to PACT that occur outside of the team's active working hours. See: <https://omni.org/pact-harm-reduction-logic-model>.

Alexandria Co-Response Program (2020-2023)

The Alexandria, Virginia Co-Response Program (ACORP) is a collaborative effort between the Alexandria Police Department and the city's Department of Community and Human Services that pairs a specially trained law enforcement officer and a licensed, behavioral health clinician to respond in tandem to calls for persons experiencing a behavioral health crisis. In the early stages of the partnership between OMNI and the City of Alexandria, program goals and a corresponding evaluation plan were collaboratively developed via a series of meetings with program partners to serve as the roadmap for subsequent evaluation efforts. Through the 12-month evaluation period, OMNI refined ACORP's data collection protocols and reporting approaches, ensuring that they align with short and long-term program needs. Together with the City's Office of Program Analysis (OPA), OMNI facilitated the extraction, cleaning, and merging of datasets from various sources, including clinical records, law enforcement data, and dispatch data. OMNI led deliverable creation, including a six-month evaluation report and 12-month evaluation report describing ACORP's implementation progress and initial outcomes (e.g., legal system diversion). The reports included the data described above as well as feedback from key collaboration partners collected through a Collaboration Survey. See: <https://omni.org/acorp-6-month-report>

Boulder County, Colorado Co-Responder Program Evaluation (2020-Present)

The Boulder County Co-Responder Program pairs behavioral health professionals (Co-Responders) with law enforcement in response to 911 calls involving a community member struggling with a behavioral health concern or related symptoms. This collaborative approach, benefiting from the expertise of Co-Responders in mental health, addiction, counseling, and social work, aims to enhance the effectiveness of addressing such calls. Offering clinical case management for ongoing support, the program has witnessed three years of significant growth, community recognition, and positive impacts on the health of over 1,000 county residents. OMNI supports the Co-Responder Program by generating quarterly and annual reports that analyze administrative, case management, and service data, outlining program activities and growth in Boulder County. Additionally, OMNI produces reports for specific communities (Erie, Superior, and Lafayette), emphasizing the impact of the co-responder program on behavioral health within these areas. OMNI further supports the program by offering technical assistance and assisting co-responders with data collection through the development and maintenance of data entry spreadsheets. See: <https://omni.org/boulder-county-co-responder-report-2022>

In addition to our co-response and diversion evaluation work across the country, OMNI has a track record of successfully conducting applied research and evaluation for statewide initiatives in Wyoming. Our recent work includes:

Wyoming Department of Health, Public Health Division Evaluation Portfolio (2021-Present)

OMNI currently works on three separate initiatives with the WDH-PHD, including evaluation of the state's SAMHSA-funded Strategic Prevention Framework-Partnerships for Success (SPF-PFS) and Substance Use Prevention, Treatment, and Recovery Services Block Grant (SUPTRS BG); and a short-term strategic project on the intersection between mental health problems and alcohol use. Since 2020, we have worked with 23 funded counties to implement mixed-method process and outcomes evaluations. We created and maintain a logic model and evaluation plan that compiles state-level data related to youth and young adult marijuana use and underage alcohol use and worked closely with WDH-PHD to select indicators that most appropriately represent the local needs and context. We provided training and technical assistance (TTA) to each of the counties to replicate the logic model and evaluation plan with their local data

and we continue to update these documents in collaboration with the community prevention specialists annually. As part of the newly awarded SUPTRS grant, we support the implementation of a new state-wide data collection system that involves the development of a data collection manual, TTA on the new system, and intensive data auditing to ensure high-quality data. Additionally, we are facilitating a reworking of the evidence-based subcommittee by engaging the committee in discussion to define the group's philosophy, engage subcommittee members, and support recruitment and/or retention efforts. We will also evaluate the impact of changes to this group process by examining the number of evidence-based subcommittee-approved programs. Finally, our third project in this portfolio was designed to address two of Wyoming's major public health problems—alcohol overconsumption and mental health problems, including high suicide rates. We authored a comprehensive report summarizing the intersection between these two public health problems and the shared risk and protective factors that may underlie the high prevalence of these two issues, including consideration of individual-level characteristics (e.g., Adverse Childhood Experiences [ACES]); interpersonal-level characteristics (e.g., parental disapproval of alcohol use); community-level characteristics (e.g., accessibility of mental health providers); and policy-level factors (e.g., laws that restrict access to lethal means, taxes on alcohol). We are also building these indicators into a dashboard that will be shared with counties to support their prevention efforts across the state. Through this work, we have gained familiarity with the substance use and behavioral health landscape in Wyoming, the unique challenges that communities across the state face, and the ongoing work of Wyoming's State Epidemiological Outcomes Workgroup and its subcommittees.

In addition to our work with the WDH-PHD, OMNI's other evaluation experiences in Wyoming cut across multiple intersecting issue areas. In 2023, OMNI was selected as the evaluation partner for the Wyoming Children's Trust Fund for their efforts to develop a Family Resource Center Collective (FRCC). In this ongoing work, which begins in January 2024, OMNI is: 1) developing a logic model that will inform the FRCC's theory of change and identify shared metrics of success; 2) conducting a process evaluation of the FRCC to assess the extent to which development of the network is operating as intended; and 3) evaluating the impact that FRCC is having on the children and families served across the state. Also in 2023, the Wyoming Department of Education (WDE) contracted with OMNI Institute to conduct a needs assessment to gather actionable information on recruiting and retaining teachers in Wyoming. OMNI, the WDE, the Wyoming Professional Teaching Standards Board (PTSB), and the Wyoming Teacher Recruitment and Retention Task Force worked together to develop data-driven recommendations for state policymakers, district-level, and school-level staff to increase efforts to impact the education workforce positively. The needs assessment process, led by OMNI, included a literature review, an Education Professionals Climate Survey, a Bright Spots analysis of select Wyoming and national school districts, and development of recommendations to the State to better recruit and retain teachers.

Project Staff

OMNI takes a team-based approach to staffing our projects, and each project includes both a project lead and project director/oversight who are responsible for leading a team in execution of the work. This approach ensures continuity over vacation or temporary/permanent leaves, and our deep bench of over 50 staff facilitates availability of relevant skills. We intentionally staff projects based on content and methodological expertise and training. For this project, we propose a core team of four individuals: a Project Lead (Melissa Rorie), a Project Oversight (Holen Hirsh), and two Project Specialists who will support follow-up data collection, analysis, and reporting. Project specialists have training in quantitative and qualitative methods, experience with relevant data sources and survey data collection approaches, and appropriate presentation of data.

Melissa Rorie (she/her), PhD | Project role: Project Lead

Melissa Rorie (she/her), PhD, MA, is a Senior Research Manager at OMNI and will serve as the Project Lead for this project, acting as OMNI's key point of contact with the Client, directing OMNI's project team, and providing overall project management to include: coordinating team efforts across various activities, budget monitoring and management, working directly with Laramie County LEAD Program personnel to ensure the project and associated deliverables are meeting their needs and standards, and ensuring that the work is conducted ethically while adhering to appropriate methodological rigor. She has her PhD in Criminology and Criminal Justice and spent 9 years in the

University of Nevada, Las Vegas' Department of Criminal Justice. During her time at the University of Nevada Las Vegas, she led a BJA-funded evaluation of the Eighth Judicial District Court Mental Health Court from 2021-2022. She has direct service experience in diversion programming, having worked as an educator in adult diversion centers for the Virginia Department of Correctional Education in the early 2000s. Since joining OMNI in 2022, she has led or overseen projects in the Children & Families and Justice areas of focus, including evaluations of co-responder policing programs in Pitkin County, Colorado and problem-solving courts in Jefferson County, Colorado. These projects benefit from Melissa's "end-to-end" experience with research; in the course of her career, she has developed research ideas, submitted funding proposals, collected data via different methodologies (e.g., meta-analyses, content analyses, secondary data, experimental data, survey data), analyzed quantitative data in addition to overseeing qualitative data analysis, and published research findings in a variety of formats.

Holen Hirsh (she/her), PhD | Project role: Project Oversight

Dr. Holen Hirsh is a Vice President at OMNI Institute, a member of the Executive Management Team, and serves in a senior project leadership and oversight capacity with a focus on Behavioral and Community Health. Holen will serve as **Project Oversight** for this project. Holen's 20-year career in applied social science consulting has centered driving systems-level change in the behavioral health ecosystem, improving access to care in the substance use disorder (SUD) system, and improving outcomes for people with behavioral health needs. Dr. Hirsh has spearheaded OMNI's growing practice working with co-response models at the intersection of behavioral health and justice system.

Stacey McClellan (she/her), MSW | Project role: Project Specialist

Stacey McClellan, MSW, is a Research Manager at OMNI and will partner with Holen and Melissa to lead the OMNI research team as well as support data collection tool development, primary and secondary data collection, synthesis, analysis, and reporting. She has a Master's in Social Work and brings more than eight years of clinical experience working in hospital, school-based, and community mental health settings. During her time in the field, she has worked with justice-involved individuals, helping individuals and their families navigate the system and providing mental health-related services. In her role as a Researcher Manager, Stacey uses her clinical and research expertise to support organizational programs and community systems to help meet the needs of the community. Her work at OMNI has included specializations in the areas of criminal justice and behavioral support. Specifically, Stacey has led several projects focused on the implementation, evaluation, and sustainability of co-responder programming in Colorado and Virginia. Additionally, she has supported projects related to juvenile justice diversion in Nebraska, evaluating peer support in Virginia's Department of Corrections, and opioid abatement planning across several states.

Ashley Woolweaver (she/her), MPS | Project role: Project Specialist

Ashley Woolweaver (she/her), MPS, is a Research Manager at OMNI and will support data collection, analysis, and reporting. Ashley has a Master's in Criminal Justice Policy and Administration and more than six years of experience in research, evaluation, and technical assistance in the fields of justice, behavioral health, and education. Before joining OMNI, she worked with several criminal justice agencies, including as an intern with the Colorado Springs Police Department, as a Professional Research Assistant at the Colorado Department of Corrections, and a data and administrative lead for the Standardized Program Evaluation Protocol (SPEP) project with juvenile probation departments at Penn State University. She also managed a school violence prevention lab at the University of North Carolina and has published several journal articles on school safety, including a white paper for the National Institute of Justice. In her role as Research Manager, Ashley uses her project management skills to lead and support teams across diverse projects. She leads the Wyoming Strategic Prevention Framework-Partnerships for Success (SPF-PFS) Grant team in developing evaluation, training, and technical assistance for state leads and communities engaging in substance prevention across Wyoming. Ashley also serves as the quantitative data lead for the Jefferson County SAMHSA-funded Adult Mental Health Court grant, where she is responsible for managing and analyzing participant data and client reports. She also supports the Colorado Department of Public Safety Division of Youth Corrections in their efforts to update the Colorado Children's Code to reflect equitable language.

Budget

OMNI provides high quality services at an economical cost given our mission to advance the public, nonprofit, and philanthropic sectors. OMNI is a 501(c)(3) nonprofit, fee for service agency and has a long history of successfully executing similar projects on budget and on schedule. For the purposes of this work, we have assumed virtual engagement. We would be happy to discuss our estimate and the scope of services to ensure that our proposal is responsive to program needs and available resources. Prices provided in this proposal are valid for 90 days after date of submittal.

Year 1. Budget Table

Work Area	Deliverables	Labor
Design	• Facilitated virtual project kick-off meeting with the Laramie LEAD team	\$3,190
	• Finalized project work plan with articulated deliverables and deadlines; updated monthly and reviewed by all parties to reflect agreed-upon adjustments to the plan	\$1,615
	• Comprehensive evaluation plan that clearly articulates evaluation questions, data sources, responsible parties, and timelines	\$11,990
	• Virtual meeting facilitation/participation, agendas, notes: to include Laramie LEAD team, <i>Key Stakeholder Policy Committee</i> , <i>Operational Work Group</i>	\$3,260
Discover	• Qualitative data collection & analysis	\$8,750
	• Quantitative data collection & analysis	\$7,105
Deliver	• Annual Summary Report	\$9,460
	• BJA COSSAP Reporting/Performance Measures Questionnaire	\$4,630
Total		\$50,000

Year 2. Budget Table

Work Area	Deliverables	Labor
Design	• Monthly work plan shared review with Laramie County & updates	\$1,850
	• Virtual meeting facilitation/participation, agendas, notes: to include Laramie LEAD team, <i>Key Stakeholder Policy Committee</i> , <i>Operational Work Group</i>	\$9,240
Discover	• Data use and data sharing agreements with appropriate partners	\$2,410
	• Determination of need for IRB ²	\$1,375
	• Qualitative data collection & analysis	\$10,765
	• Quantitative data collection & analysis	\$9,390
Deliver	• Annual Summary Report	\$7,380
	• BJA COSSAP Reporting/Performance Measures Questionnaire	\$7,590
Total		\$50,000

² Please note: Should it be determined in collaboration with Laramie County that an IRB is necessary, OMNI will work collaboratively with Laramie County to shift project resources so that IRB costs can be covered or discuss additional budget needed for IRB.

Year 3. Budget Table

Work Area	Deliverables	Labor
Design	<ul style="list-style-type: none"> Monthly work plan shared review with Laramie County & updates 	\$1,490
	<ul style="list-style-type: none"> Virtual meeting facilitation/participation, agendas, notes: to include Laramie LEAD team, <i>Key Stakeholder Policy Committee</i>, <i>Operational Work Group</i> 	\$8,520
Discover	<ul style="list-style-type: none"> Qualitative data collection & analysis 	\$6,905
	<ul style="list-style-type: none"> Quantitative data collection & analysis 	\$6,595
Deliver	<ul style="list-style-type: none"> Annual Summary Report 	\$7,380
	<ul style="list-style-type: none"> BJA COSSAP Reporting/Performance Measures Questionnaire 	\$7,590
	<ul style="list-style-type: none"> Final Evaluation Report 	\$9,640
	<ul style="list-style-type: none"> Final virtual presentation of evaluation findings to project leadership and other identified partners 	\$1,880
Total		\$50,000

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Tab 1. Respondent Profile

Who We Are: A National Firm with Local Experience

OMNI has extensive experience in evaluation of programs at the intersection of behavioral health and the justice system, including LEAD and co-responder program evaluations. We are familiar with the specifications and reporting requirements of BJA COSSAP performance metrics and conduct current evaluations for other programs under the same funding stream. *Since 2021, OMNI has led a diverse portfolio of research and evaluation work in the state of Wyoming*, including with the Wyoming Department of Health, the Wyoming Children's Trust Fund, and the Wyoming Department of Education (WDE). This local experience and context will inform our work in designing and executing an evaluation of the Laramie LEAD Program. A summary of our qualifications to fulfill the requirements of the scope of work is included here.

OMNI employs over 50 staff across the country and has numerous PhD- and Masters-level staff with diverse social science backgrounds (e.g., public health, social work, social and developmental psychology) and specializations in quantitative and qualitative methods. We bolster the effectiveness of our research and evaluation services with complementary capacity building services provided by staff who possess expertise in the provision of training and technical assistance, community outreach and engagement, strategic planning, and facilitation. Our dual expertise in research and capacity building makes us uniquely effective in supporting agencies and communities in data-driven decision-making, evaluation efforts, and systems change. We excel in strategic thought partnership with clients on projects that require the synthesis of complex data to shape strategy and elucidate impact.

OMNI is committed to equitable practices and promoting the voices of all constituents in our communities. We believe that having a diverse staff and creating an equitable and inclusive environment that welcomes all individuals and honors diverse identities is critical to fully realizing our team's potential and having the impact that we aim to achieve within our communities. To support our ongoing efforts to build and maintain an inclusive organizational culture and to provide services that advance equity, we maintain a robust Equity, Diversity, and Inclusion (EDI) Action Plan, updated annually, that details our goals and efforts to center EDI in OMNI's structures and practices in our organizational culture, service production and delivery, and business operations. To learn more about our EDI investments, practices, and policies, see <https://omni.org/edi-program>.

OMNI is committed to a collaborative, client-centered approach, working in partnership with clients to ensure that their expertise, perspectives, and needs inform every stage of the work.

Through decades of client engagement, we also know that the success of high-quality research and evaluation depends on effective project management practices. Our *Proven Approach* to project management combines the right team, tools, and process to manage and execute projects with accountability, efficiency, and high quality.

- **The Right Team:** Our "Project Accountability Chart" (PAC) defines core project roles and expectations for all team members and ensures the necessary project oversight and leadership while creating clear lines of responsibility for project team members. Our PAC ensures that the right team will work on your project, setting the stage for success, including:
 - Identifying the relevant methodological and content expertise needed for this specific project.
 - Optimizing team size and capacity to meet budget and project delivery needs.
 - Differentiating roles and responsibilities to ensure efficient execution of the work.

- *The Right Tools:* We employ *best-in-class tools* to manage our work—including Trello, Confluence, and Slack—to manage project workflows, maintain clear documentation, and facilitate fluid collaboration across our internal and client teams.
- *The Right Process:* All OMNI projects follow a defined project work plan that includes critical elements for success, such as key milestones and checkpoints, and several specific elements that we know lead to successful outcomes, including:
 - Establishing shared communication norms to ensure optimal communication frequency and alignment with client preferences.
 - An intentional client meeting schedule to maintain work plan and budget alignment, solve project challenges, share project updates, and gain critical feedback and insights at key points in the project.
 - An independent feedback survey sent from our client success team—administered at the start, mid-point, and completion of projects—to monitor project team performance and client satisfaction.
 - Ongoing internal account review meetings with our executive leadership to monitor project performance, provide oversight, and leverage senior-level experience to continuously improve project outcomes.



What's It Like to Partner with Us?
Hear It From Our Clients

OMNI is amazing to work with. [Their] consistent meeting structure and feedback process is effective and essential.

Over the four years [we] partnered with OMNI Institute, we felt supported and able to do our work in a more informed way. Without a doubt, the findings from our evaluation have impacted our current work. We deeply appreciate OMNI and are grateful we were able to work together.

The OMNI team is professional, friendly, and such a pleasure to work with.

Through OMNI's *3D Framework* and *Proven Approach*, we deliver rigorous, high-quality research and evaluation services that meet—or exceed—client needs. Indeed, client feedback indicates that we exceed expectations with respect to asking the right questions to advance project goals, communicating clearly, and being responsive to changing circumstances throughout the project. Nearly all of our clients (96%) indicate that if given the opportunity, they would work with OMNI again.

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Tab 2. Completed Proposal Form

Please see our signed Proposal Form below.

Tab 3. References

Wyoming Department of Health, Public Health Division (2020-Present)

Cassidy Willis | Prevention Specialist - Youth

cassidy.willis@wyo.gov | (307) 777-3744

As our primary point of contact for OMNI's evaluation of Wyoming's statewide Strategic Prevention Framework – Partnerships for Success grant, Ms. Willis can speak to OMNI's expertise in several areas of work, including intentional processes to successfully engage historically underserved populations for data collection, delivery of training and technical assistance to support data quality and evaluation engagement, and the provision of detailed annual county and state-level reports highlighting how prevention services are implemented across the state. Ms. Willis can also speak to OMNI's ability to support a statewide evaluation by developing state- and county-level blended evaluation documents, such as logic models and evaluation plans, as well as providing training for county-level staff to better understand the complexities of evaluation and how to integrate these processes into their work.

Pitkin-Area Co-Responder Teams (2020-Present)

Katie Hundertmark, MA, LPC | Program Administrator: Pitkin-Area Co-Responder Teams (PACT)

kathryn.hundertmark@pitkincounty.com | (970) 319-3957

As our primary point of contact for OMNI's evaluation of Pitkin County's (CO) PACT, Ms. Hundertmark can speak to OMNI's expertise in several areas of work, including delivery of training and technical assistance to support data quality and evaluation engagement, and the provision of detailed quarterly and annual reports highlighting how law enforcement co-response efforts are implemented across law enforcement jurisdictions, including reports on implementation progress and early outcomes. Ms. Hundertmark can also speak to OMNI's ability to support capacity building, such as developing logic models, as well as the creation of survey instruments to supplement secondary data with primary data collection from clients and community partners. Additionally, Ms. Hundertmark meets with Stacey and Melissa regularly, communicates with them frequently, and can speak to their project management and communication skills that support the success of this project.

Reference 3: Boulder County Program Evaluations (2019-Present)

Jim Adams-Berger | Manager of Strategic Initiatives

jadams-berger@bouldercounty.org | (303) 441-3839

Jim Adams-Berger serves as our primary point of contact for multiple evaluation initiatives in Boulder County, CO, including the Boulder County Co-Responder program. Dr. Adams-Berger can speak to OMNI's evaluation design, data collection and reporting, and project management assets. Dr. Adams-Berger also has experience working with OMNI on evaluation projects funded through the Bureau of Justice Assistance. Dr. Adams-Berger has worked with Holen for over a decade and can speak to her overall project design and management skills that support the successful execution of evaluation initiatives.

Tab 4. Conflict of Interest Disclosure Form

Please see our signed and notarized Conflict of Interest Disclosure form below.

Title Laramie LEAD Evaluation Proposal Form
File name Proposal Form.pdf
Document ID 340236862c06803eebf816fbb9817581b7cd0892
Audit trail date format MM / DD / YYYY
Status Signed

Document History



SENT

02 / 05 / 2024
08:37:07 UTC-7

**Sent for signature to Holen Hirsh (hhirsh@omni.org) from
msmith@omni.org
IP: 70.59.22.41**



VIEWED

02 / 05 / 2024
09:52:53 UTC-7

**Viewed by Holen Hirsh (hhirsh@omni.org)
IP: 71.196.198.219**



SIGNED

02 / 05 / 2024
09:53:11 UTC-7

**Signed by Holen Hirsh (hhirsh@omni.org)
IP: 71.196.198.219**



COMPLETED

02 / 05 / 2024
09:53:11 UTC-7

The document has been completed.

Tab 5. Other Information

We do not have additional information to provide.

PROPOSAL FORM

TO:

**MacKenzie Howard
Laramie County LEAD Program
1910 Pioneer Ave.
Cheyenne, WY 82001
(307) 633-4700**

The undersigned hereby declares that [firm name] OMNI Institute

have carefully examined the specifications to furnish: **RFP – LEAD Evaluation Services**, for which proposals were advertised to be received **February 8, 2024, at 9:00 am** and further declare that [firm name] OMNI Institute will furnish the said work according to specifications.

Proposed Cost

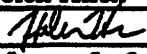
Total Estimated Cost for Project: \$ 150,000

The above prices are all inclusive; County shall pay no other forms of compensation. The County reserves the right to add additional related services that were not known at the time of the publishing of this RFP to any resulting contract, upon negotiations with awarded contractors that is mutually agreeable.

Have you supplied the Submittal Requirements outlined above? YES NO

Laramie County reserves the right to reject any or all proposals, to waive informalities, and to accept all or any part of any proposal as they may deem to be in the best interest of the County.

I hereby certify that I have read and understand the requirements of this Request for Proposals and, that I as the respondent, will comply with all requirements, and that I am duly authorized to execute this proposal/offer document and any contract(s) and/or other transactions required by award of this RFP.

Company OMNI Institute
By Holen Hirsh (Print name)
Signature 
Address 899 Logan St. Suite 600
City Denver State CO ZIP 80203
Telephone (303) 839-9422 Fax (720) 597-7288
E-Mail Address: hhirsh@omni.org
DUNS# 609855007 Fed. I.D. # 84-1307563

CONFLICT OF INTEREST & DISCLOSURE FORM

I HEREBY CERTIFY that

I (*printed name*) Holen Hirsh
am the (*title*) Vice-President
and the duly authorized representative of the firm of (*Firm Name*) OMNI Institute
whose address is 899 N Logan St. Suite 600, Denver, CO 80203

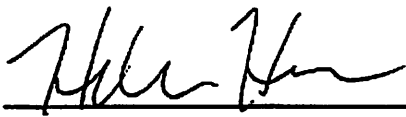
And I possess the legal authority to make this affidavit on behalf of myself and the firm for which I am acting; and,

Except as listed below, no employee, officer, or agent of the firm have any conflicts of interest, real or apparent, due to ownership, other clients, contracts, or interests associated with this project; and,

Neither the business nor any authorized representative or significant stakeholder of the business has been determined by judicial or administrative board action to be in noncompliance with or in violation of any provision of the Building Code Regulations of Laramie County, nor has any outstanding past due debt to Laramie County; and,

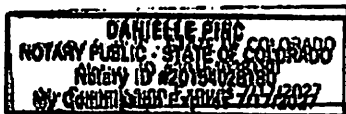
This proposal is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a proposal for the same services, and is in all respects fair and without collusion or fraud.

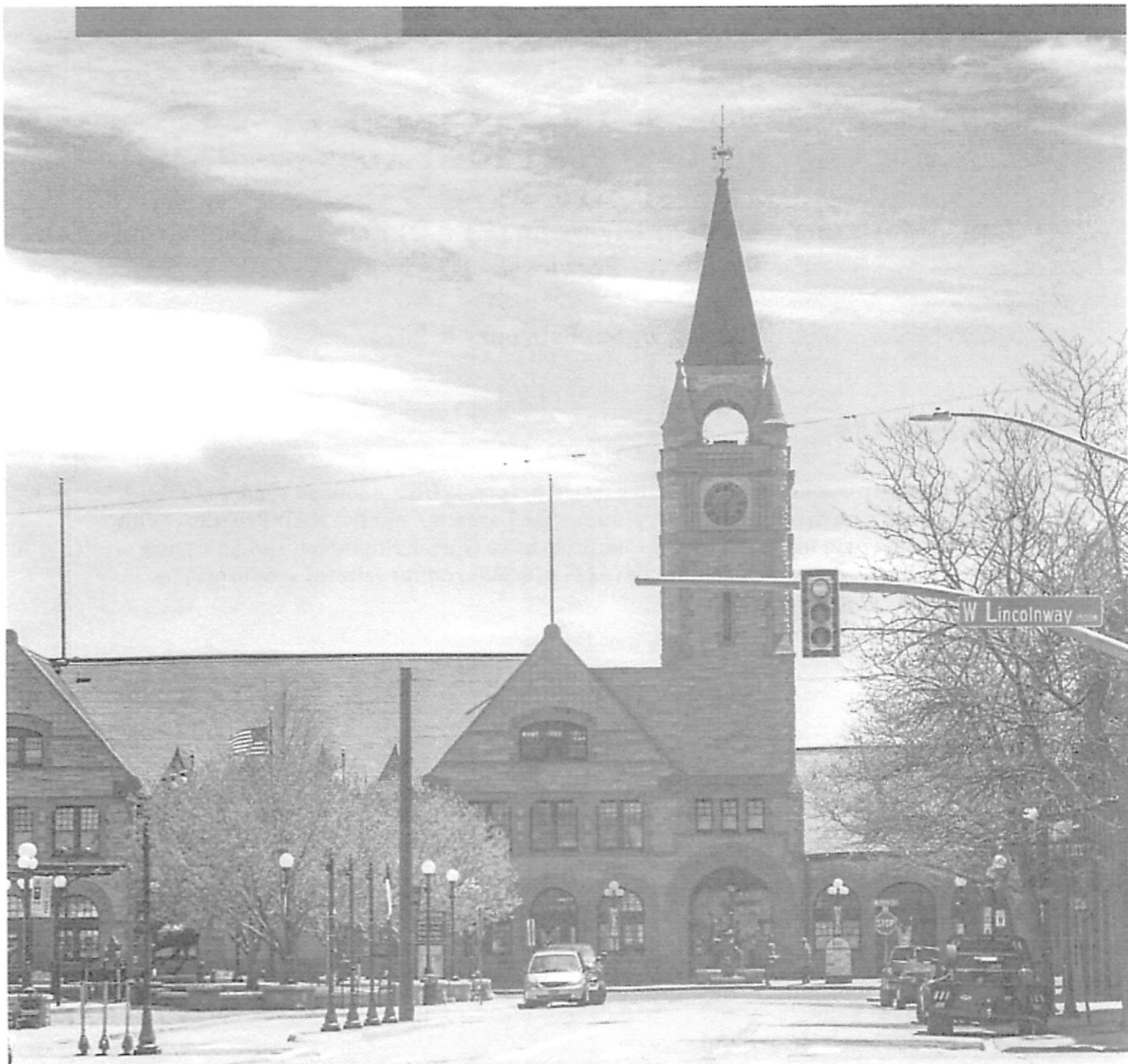
EXCEPTIONS (List)

Signature: 
Printed Name: Holen Hirsh
Firm Name: OMNI Institute
Date: 01/24/2024

Sworn to and subscribed before me this 24th day of January, 2024.
Notary Public - State of Colorado
My Commission expires 07/17/2027

(Printed, typed or stamped commissioned name of Notary Public)





OMNI Institute is a nonprofit social science consultancy that provides integrated research, evaluation, and capacity-building services to foster understanding, guide collaboration, and inform action that accelerates change toward a more equitable society. We believe in the power of data to inspire and support individuals and organizations in changing their world by finding solutions to complex social questions. Our clients are leaders and change-makers in governments, nonprofits, foundations, and social enterprises who are making a positive difference in their communities. To learn more, please visit omni.org.



OMNI INSTITUTE

Unique Entity ID GVWNKVUY1QZ2	CAGE / NCAGE 4S8P1	Purpose of Registration All Awards
Registration Status Active Registration	Expiration Date Feb 20, 2025	
Physical Address 1536 Wynkoop ST STE 510 Denver, Colorado 80202-1245 United States	Mailing Address PO Box 39983 Denver, Colorado 80239 United States	

Business Information

Doing Business as (blank)	Division Name (blank)	Division Number (blank)
Congressional District Colorado 01	State / Country of Incorporation Colorado / United States	URL http://www.omni.org

Registration Dates

Activation Date Feb 27, 2024	Submission Date Feb 21, 2024	Initial Registration Date Jun 5, 2007
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Entity Dates

Entity Start Date Jun 2, 1995	Fiscal Year End Close Date Jun 30
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Immediate Owner

CAGE (blank)	Legal Business Name (blank)
------------------------	---------------------------------------

Highest Level Owner

CAGE (blank)	Legal Business Name (blank)
------------------------	---------------------------------------

Executive Compensation

Registrants in the System for Award Management (SAM) respond to the Executive Compensation questions in accordance with Section 6202 of P.L. 110-252, amending the Federal Funding Accountability and Transparency Act (P.L. 109-282). This information is not displayed in SAM. It is sent to USApending.gov for display in association with an eligible award. Maintaining an active registration in SAM demonstrates the registrant responded to the questions.

Proceedings Questions

Registrants in the System for Award Management (SAM.gov) respond to proceedings questions in accordance with FAR 52.209-7, FAR 52.209-9, or 2. C.F.R. 200 Appendix XII. Their responses are displayed in the responsibility/qualification section of SAM.gov. Maintaining an active registration in SAM.gov demonstrates the registrant responded to the proceedings questions.

Exclusion Summary

Active Exclusions Records?
No

SAM Search Authorization

I authorize my entity's non-sensitive information to be displayed in SAM public search results:
Yes

Entity Types

Business Types		
Entity Structure Corporate Entity (Tax Exempt)	Entity Type Business or Organization	Organization Factors (blank)
Profit Structure Non-Profit Organization		

Socio-Economic Types

Check the registrant's Repts & Certs, if present, under FAR 52.212-3 or FAR 52.219-1 to determine if the entity is an SBA-certified HUBZone small business concern. Additional small business information may be found in the SBA's Dynamic Small Business Search if the entity completed the SBA supplemental pages during registration.

Financial Information

Accepts Credit Card Payments **No** Debt Subject To Offset **No**

EFT Indicator **0000** CAGE Code **4S8P1**

Points of Contact

Electronic Business

👤 **Danielle Pinc** **PO Box 39983**
Denver, Colorado 80239
United States

Danielle Pinc 899 Logan Street
Suite 600
Denver, Colorado 80203
United States

Government Business

👤 **Jean Denious, CEO** **PO Box 39983**
Denver, Colorado 80239
United States

Jean Denious, Director 899 Logan Street
Suite 600
Denver, Colorado 80203
United States

Service Classifications

NAICS Codes

Primary	NAICS Codes	NAICS Title
Yes	541720	Research And Development In The Social Sciences And Humanities
	541611	Administrative Management And General Management Consulting Services
	541618	Other Management Consulting Services
	813920	Professional Organizations

Product and Service Codes

PSC	PSC Name
AF11	R&D- Education: Educational (Basic Research)
B507	Special Studies/Analysis- Economic
B542	Special Studies/Analysis- Educational
B599	Special Studies/Analysis- Other
R408	Support- Professional: Program Management/Support
R499	Support- Professional: Other

Disaster Response

This entity does not appear in the disaster response registry.

REQUEST FOR PROPOSAL
For
Law Enforcement Assisted Diversion (LEAD) Program Evaluation
Services

Closing Date: February 8, 2024

Purpose of RFP

Laramie County is soliciting competitive sealed proposals from qualified vendors to provide comprehensive evaluation services for the Laramie County LEAD Program. This project is being paid for with Federal Comprehensive Opioid, Stimulant, and Substance Abuse Site Based Program Grant funds (ALN #16.838) and the selected vendor will be required to be registered in sam.gov.

Table of Contents

Sections

- 1.0 Purpose & Overview**
- 2.0 Scope of Services**
- 3.0 General Terms & Conditions**
- 4.0 Submittal Requirements**
- 5.0 Disclosures**

Attachments

- Proposal Page**
- Conflict of Interest Form**

1.0 PURPOSE & OVERVIEW

Laramie County is soliciting competitive sealed proposals from qualified vendors to provide comprehensive evaluation services for the Laramie County LEAD Program through the three-year grant cycle to end May 31, 2026.

2.0 SCOPE OF SERVICES

Scope of Work:

- Contractor will work over all years of the grant cycle to provide process and outcome evaluation.
- Contractor will conduct an evaluation of the design and implementation process as well as establish the evaluation design for the outcome measures over the term. The evaluation should be designed to include a control group for comparison.
- Contractor will identify data to be collected and work with stakeholders to identify processes and systems to capture necessary data. Contractor will use available validated tools whenever possible.
- Contractor will work with the Project Manager to facilitate the creation of data use and sharing agreements for LEAD partners to determine which data will be shared and with whom. They will also address procedures for protecting participants' confidentiality, honoring privacy laws, and securely transmitting data to the evaluator.
- Contractor will include qualitative data from project partners including financial, staffing, and operational data, enrollment and case summaries, and other qualitative data gathered through interviews and surveys.
- Contractor will attend meetings and work with the Key Stakeholder Policy Committee, the Operational Work Group, and other stakeholders as necessary to evaluate the project.
- Contractor will complete an annual summary each year of the grant cycle and a final evaluation and report to be provided at the completion of the pilot project.
- Contractor will design an evaluation to assess the following impact/outcomes:
 - a) **Short-term**
 - Among participants:*
 - Decreased criminal activity, including charges related to substance use;
 - Decreased harm to self and others from substance use;
 - Increased psycho-social functioning;
 - Increased rapport between participants and LEAD program staff; and
 - Improved access to medical and mental health care.
 - For Community:*
 - Increased access to services for Laramie County's most vulnerable populations.
 - b) **Intermediate**
 - Among participants:*
 - Increased housing stability;
 - Increased participation in educational and vocational training;
 - Increased self-sufficiency
 - Decreased association with negative peer groups; and

Improved access to evaluations, assessments, and inpatient/outpatient treatment for those who are ready.

For Community:

Fewer individuals struggling with substance misuse, increased support for those desiring sobriety and those motivated to stay in compliance with court orders, probation, etc.

c) Long-term

For Community:

Decreased recidivism and expenses related to lengthy incarcerations;

Decreased demand for social services;

Improved relationship between law enforcement and individuals struggling with substance use, mental illness, and adverse effects of poverty;

Referral sources more inclined to divert appropriate individuals rather than more punitive approaches;

Increased services for individuals post-incarceration;

Public safety resources freed up for other uses; and

Increased collaboration between city, county, and community-based organizations.

Contractor will need to demonstrate:

The difference in the quality-of-life outcomes for LEAD participants compared to a control group to include all of the following: re-arrest and recidivism, treatment, completion rates, subsequent conviction, psychosocial changes, housing, and economic/employment status. Contractor will collect criminal history data on individuals with similar charges as the LEAD clients to create a control group.

Cost-Benefit of LEAD program participation compared to the control group to include all of the following: booking and prosecution costs, jail day(s), treatment, and prison incarceration.

3. Required components

Each of the three (3) required components must be submitted for the response to be considered. The total response should not exceed fifteen (15) pages, as detailed below.

1. Evaluation Plan (maximum 8 pages)

- a. Detailed description of proposed evaluation. Please include any prior experience evaluating law enforcement diversion programs. A project timeline must be included. The project must be completed prior to May 31, 2026.

2. Organization and Project Staff (maximum 4 pages)

- a. Describe the technical expertise of the organization and individuals to fulfill the duties of this contract. Please include any previous experience with similar projects.

- b. Provide a list of project staff. Please include names, titles, and roles within the organization.
 - c. Please identify any areas where subcontractors may be used.
- 3. Budget (maximum 3 pages)**
- a. Provide a detailed budget for the proposed project. The total proposed budget should not exceed \$150,000.
 - i. Year 1: \$50,000.00 – Effective date – May 31, 2024
 - ii. Year 2: \$50,000.00 – June 1, 2024 – May 31, 2025
 - iii. Year 3: \$50,000.00 – June 1, 2025 – May 31, 2026

Additional Notes:

- A. The person or persons provided by the respondent to complete work shall be fully qualified to provide said services.
- B. All work provided by the respondent shall be in conformance with local, State and Federal rules and regulations.
- C. All equipment shall be responsive to the needs of the Laramie County policies and procedures and shall utilize appropriate methods and techniques.
- D. All records, including digital information, video tapes and audio tapes, related to the contract services performed for the County shall be subject to the Wyoming Public Records Act and shall be maintained and made available in accordance with those laws and public records policies and procedures of the County. Records shall be made available to the County without question upon request of the County, in accordance with the requirements of law. Citizen requests for such records shall be processed through the County. All records, including all types of electronic records, related to the contract and services performed there under shall be the property of the County at the end of the contract, or at the end of the County's fiscal year, or upon demand of the County, whichever occurs first. The County shall specify the minimum records to be maintained by the respondent. The respondent may maintain additional records at its discretion.

3.0 GENERAL TERMS & CONDITIONS

3.1 RFP Closing Date

Proposals must be received by the Laramie County Sheriff's Office at 1910 Pioneer Ave., Cheyenne, Wyoming 82001 no later than 9:00 a.m., local time, on February 8, 2024. Proposals received after this time will not be considered.

3.2 Delivery of Proposals

All proposals shall be sealed and delivered or mailed to (faxes and emails will not be accepted):

LEAD Program
1910 Pioneer Ave.
Cheyenne, WY 82001

3.3 Pre-proposal Information

No specific pre-proposal meeting will be held. Each respondent shall contact the Laramie County LEAD Program to discuss the proposal with the County if needed.

3.4 Public RFP Opening

Only the names of the firms submitting proposals will be read aloud at the RFP opening. The proposals will be available for inspection during normal business hours in the Laramie County LEAD Program Office within three (3) working days of the closing date, by appointment.

Bid opening will occur on **February 8, 2024, at 9:15 AM** at the Laramie County Public Works office. A complete tabulation of bids will be available after it is completed. A complete tabulation of proposals will be available after it is completed.

Individuals covered by the Americans with Disabilities Act of 1990 in need of accommodations to attend public RFP openings or meetings should contact the Laramie County LEAD Program in Cheyenne at, (307) 633-4700 at least five (5) days prior to the date.

3.6 Proposal Form

- A. See **Submittal Requirements** for complete details.
- B. Each respondent shall submit **THREE (3) complete sets** of the proposal form, one marked **"ORIGINAL"** and **TWO (2)** marked **"COPY"**. The proposal shall be submitted on an exact copy of the attached proposal form.
- C. The proposal form must be signed by an official authorized to legally bind the respondent to all RFP provisions contained herein.
- D. Terms and conditions differing from those in this RFP may be cause for disqualification of the proposal.

3.7 Questions Concerning RFP

Questions concerning any portion of this RFP should be directed in writing to the Laramie County LEAD Program, Attn. MacKenzie Howard named below, who shall be the official point of contact for this RFP. Mark cover page or envelope(s) **"Questions on LEAD Evaluation."** Submit questions to:

**MacKenzie Howard
LEAD Program
Laramie County Sheriff's Office
1910 Pioneer Ave.
Cheyenne, WY 82001
307-633-4700**

3.8 Clarification and Addenda

It is incumbent upon each respondent to carefully examine all specifications, terms, and conditions contained herein. Any inquiries, suggestions, or requests concerning interpretation, clarification or additional information shall be made in writing, (facsimile transmissions acceptable) through the Manager named above. The County will not be responsible for any oral representation(s) given by any employee, representative or others. The issuance of a written addendum is the only official method by which interpretation, clarification or additional information can be given.

If it becomes necessary to revise or amend any part of this RFP, notice may be obtained by accessing the County web site. Respondents in their proposal must acknowledge receipts of amendments. **Each respondent should ensure that they have received all addenda and amendments to this RFP before submitting their proposal. Please check the Laramie County web site at <http://www.laramiecounty.com> for any addenda.**

3.9 Award

The County reserves the right to award the contract to the respondent(s) that the County deems to offer the best overall proposal(s). The County is therefore not bound to accept a proposal on the basis of lowest price. In addition, the County at its sole discretion, reserves the right to cancel this RFP, to modify the quantities of product we purchase, to reject any and all proposals, to waive any and all informalities and/or irregularities, or to re-advertise with either the identical or revised specifications, if it is deemed to be in the best interest of the County to do so. The County also reserves the right to make multiple awards, based on experience and qualifications if it is deemed to be in the County's best interest.

3.10 Contract

The contents of this RFP and all provisions of the successful proposal deemed pertinent by the County may be incorporated into a contract and become legally binding. A separate contract document will be issued.

The County Commissioners are the sole Contracting Officer for Laramie County, Wyoming, and only he/she or his/her designee is authorized to make changes to any contract.

The County shall be responsible for only those orders placed by the County on an authorized signed Purchase Order or Price Agreement. The County shall not be responsible for any order, change, substitution or any other discrepancy from the Purchase Order or Price Agreement. If there is any question about the authenticity of a Purchase Order, Price Agreement or change order, the respondent should promptly contact the Laramie County LEAD Program at (307) 633-4700.

3.11 Disclosure of RFP Content

All material submitted becomes the property of the County and may be returned only at the County's option. The County has the right to use any or all ideas presented in any reply to this RFP. Selection or rejection of any proposal does not affect this right.

3.12 Respondent's Responsibility

A respondent, by submitting a proposal represents that:

- A. The respondent has read and understands the RFP in its entirety that and the proposal is made in accordance therewith;
- B. The respondent possesses the capabilities, resources, and personnel necessary to provide efficient and successful service to the County, and;
- C. Before submitting a proposal, each respondent shall make all investigations and examinations necessary to ascertain site and/or local conditions and requirements affecting the full performance of the contract and to verify any representations made by Laramie County upon which the respondent will rely. If the respondent receives an award because of its proposal submission, failure to have made such investigations and examinations will in no way relieve the respondent from its obligations to comply in every detail with all provisions and requirements of the contract, nor will a plea of ignorance of such conditions and requirements be accepted as a basis for any claim by the respondent for additional compensation or relief.

3.13 Payment Terms

The County will remit full payment on all undisputed invoices within forty-five (45) days from receipt by the appropriate person(s) (to be designated at time of contract) of the invoice(s) or receipt of all products or services ordered.

3.14 Conflict of Interest Disclosure Form

All respondents shall complete and have notarized the attached disclosure form of any potential conflict of interest that the respondent may have due to ownership, other clients, contracts, or interest associated with this project.

3.15 Minor Irregularities

The County reserves the right to waive minor irregularities in proposals, providing such action is in the best interest of the County. Minor irregularities are defined as those that have no adverse effect on the County's best interests and will not affect the outcome of the selection process by giving the respondent an advantage or benefit not enjoyed by other respondents.

3.16 Deviations

All proposals must clearly and with specific detail, note all deviations to the exact requirements imposed upon the respondent by the General Terms & Conditions. Such deviations must be

stated upon the Proposal Form; otherwise, Laramie County will consider the subject proposals as being made in strict compliance with said General Terms & Conditions to respondents; the respondent being held therefore accountable and responsible. Respondents are hereby advised that Laramie County will only consider proposals that meet the exact requirements imposed by the General Terms & Conditions; except, however, said proposals may not be subject to such rejection where, at the sole discretion of Laramie County, the stated deviation is considered to be equal or better than the imposed requirement and where said deviation does not destroy the competitive character of the RFP process by affecting the amount of the proposal such that an advantage or benefit is gained to the detriment of the other respondents.

3.17 Waiver of Claims

Once this contract expires, or final payment has been requested and made, the awarded respondent shall have no more than 30 calendar days to present or file any claims against the County concerning this contract. After that period, the County will consider the respondent to have waived any right to claims against the County concerning this agreement.

3.18 Selection Criteria

Each proposal shall be evaluated using the following criteria:

1. Proper submittal of ALL documentation as required by this proposal;
2. Overall scope and quality of the proposed project;
3. Meeting or exceeding the requirements of the RFP;
4. Quality and compatibility of the work proposed;
5. Ability to accomplish project in a timely manner; and
6. The benefits to Laramie County as it pertains to:
 - a. Related experience in the areas covered in the RFP;
 - b. Past record of performance on contracts with government agencies and private industry with respect to such factors as control of costs, quality of work and ability to meet schedules; and
 - c. Experience, ability, and overall quality of past and current projects

3.19 Termination / Cancellation of Contract

The County reserves the right to cancel the contract without cause with a minimum thirty (30) days written notice. Termination or cancellation of the contract will not relieve the respondent of any obligations for any deliverables entered into prior to the termination of the contract (i.e., reports, materials, statements of accounts, etc., required and not received). Termination or cancellation of the contract will not relieve the respondent of any obligations or liabilities resulting from any acts committed by the respondent prior to the termination of the contract.

3.20 Incurred Expenses

This RFP does not commit Laramie County to award a contract. Nor shall Laramie County be responsible for any cost or expense, which may be incurred by the respondent in preparing and

submitting the proposal called for in this RFP, or any cost or expense incurred by the respondent prior to the execution of a contract agreement.

3.21 Presentations by Respondents

Laramie County, at its sole discretion, may ask individual respondents to make oral presentations and/or demonstrations without charge to the County.

The County reserves the right to require any respondent to demonstrate to the satisfaction of the County that the respondent has the fiscal and managerial abilities to properly furnish the services proposed and required to fulfill the contract. The demonstration must satisfy the County and the County shall be the sole judge of compliance.

Respondents are cautioned not to assume that presentations will be required and should include all pertinent and required information in their original proposal package.

3.22 Minimum Specifications

The specifications listed in the Scope of Service are the minimum required performance specifications for this RFP. They are not intended to limit competition nor specify any particular respondent, but to ensure that the County receives quality services.

3.23 Respondent's Personnel

The respondent shall be responsible for ensuring that its employees, agents and subcontractors comply with all applicable laws and regulations and meet all federal, state and local requirements related to their employment and position. The respondent certifies that it does not and will not during the performance of the contract employ illegal alien workers or otherwise violate the provisions of the federal Immigration Reform and Control Act of 1986, as amended. During the performance of the contract, the respondent agrees to the following:

The respondent shall not discriminate against any employee or applicant for employment because of race, religion, color, sex, age, handicap or national origin, except when such condition is a bona fide occupational qualification reasonably necessary for the normal operations of the respondent.

The respondent agrees to post in conspicuous places, visible to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

The respondent, in all solicitations or advertisements for employees placed by or on behalf of the respondent, shall state that such respondent is an Equal Opportunity Employer.

Notices, advertisements, and solicitations placed in accordance with federal law, rule, or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section. The respondent shall include the provisions of the foregoing paragraphs above in every subcontract or purchase order so that the provisions will be binding upon each respondent or vendor. The respondent and any subcontractor shall pay all employees working on this contract

not less than minimum wage specified in the Fair Labor Standards Act (29 CFR 510-794) as amended. Any information concerning the County, its products, services, personnel, policies or any other aspect of its business learned by the respondent or personnel furnished by the respondent in the course of providing services pursuant to the Agreement, shall be held in confidence and shall not be disclosed by the respondent or any employee or agents of the respondent or personnel furnished by the respondent, without the prior written consent of the County.

3.24 Claim Notice

The respondent shall immediately report in writing to the County's designated representative or agent any incident which might reasonably be expected to result in any claim under any of the coverage mentioned herein. The respondent agrees to cooperate with the County in promptly releasing reasonable information periodically as to the disposition of any claims, including a resume' of claims experience relating to all respondent operations at the County project site.

3.25 Proposal Acceptance/Rejection

The County reserves the right to accept or reject any or all proposals received as a result of this RFP, or to negotiate separately with competing respondents, and to waive any informalities, defects, or irregularities in any proposal, or to accept that proposal or proposals, which in the judgment of the proper officials, is in the best interest of the County.

4.0 SUBMITTAL REQUIREMENTS

Proposals shall include all of the information solicited in this RFP, and any additional data that the respondent deems pertinent to the understanding and evaluating of the proposal. Proposals shall be organized and sections tabbed in the following order. The respondent should not withhold any information from the written response in anticipation of presenting the information orally or in a demonstration, since oral presentations or demonstrations may not be solicited. All proposals shall include at minimum:

Tab 1 – Respondent's Profile

A brief profile of the firm, including the firm's overall qualifications to provide services necessary to fulfill all requirements outlined in the project Scope of Work.

Tab 2 - Completed Proposal Form (use attached form)

Tab 3 – References

List at least three (3) recent references where the equivalent projects have been conducted within the past five years.

Tab 4 – Conflict of Interest Disclosure Form

All respondents shall properly complete, have notarized and attach with their proposal the attached notarized disclosure statement. The Officers and Significant Stakeholders form shall also be completed and be submitted behind this tab.

Tab 5 - Other Information

Include any additional information you believe will assist the County in the selection process of qualified respondents. Please be succinct.

5.0 DISCLOSURES

The laws of Wyoming require that the contents of all proposals shall be placed in the public domain and be open to inspection by interested parties. Trade secrets or proprietary information that are recognized as such and are protected by law may be withheld if clearly identified as such in the proposal. The entire proposal cannot be designated as proprietary or a trade secret. If a request is received to examine portions designated as proprietary or a trade secret, Laramie County will notify the vendor to permit the vendor to defend the proprietary nature of the information.

If a respondent discovers any ambiguity, conflict, discrepancy, exclusionary specifications, omission, or other error in this document, the respondent shall immediately notify the issuing office. If a respondent fails to notify the issuing office of any error, ambiguity, conflict, discrepancy, exclusionary specifications, or omission, the respondent shall submit a response at its own risk and under such conditions. If the respondent is awarded a contract, then such respondent will not be entitled to additional compensation, relief, or time by reason of the error or its later correction.

The successful respondent will be expected to enter into a contract with Laramie County upon terms acceptable to the County. Respondent will be required to be registered in Sam.gov to receive federal ARPA funding as a contractor.

Following the award of the contract, responses to this proposal are subject to release as public information unless specific parts of the response can be shown to be exempt from the laws of the State of Wyoming. Respondents are advised to consult with their legal counsel regarding disclosure issues and take the appropriate precautions to safeguard trade secrets or any other proprietary information. Laramie County assumes no obligation or responsibility for asserting legal arguments on behalf of potential respondents.

If a respondent believes that parts of a proposal are confidential then the respondent must so specify. The respondent must mark in bold red letters the term “**CONFIDENTIAL**” on that part of the response, which the respondent believes to be confidential. The respondent must submit in writing specific detailed reasons, including any relevant legal authority, stating why the respondent believes the material to be confidential. Vague and general claims as to confidentiality will not be accepted. Laramie County will be the sole judge as to whether a claim is general and/or vague in nature. All parts of proposals, which are not marked as confidential, will be automatically considered public information after the contract is awarded. The successful proposal may be considered public information even though parts are marked confidential.

Proposals must be signed by a person authorized to commit the respondent to provide the services requested in this RFP. Submission of a signed proposal will be interpreted to mean the respondent has agreed to all terms and conditions set forth in all of the sheets, which make up this RFP.

Laramie County accepts no obligations for the costs incurred in responding to this RFP in anticipation of being awarded a contract. Laramie County reserves the right to reject any and all submitted proposals. It is understood that all proposals become the property of Laramie County and will be available for public inspection. No obligation is made by retention of these proposals, nor is Laramie County committed to awarding a contract as a result of this RFP.

Each respondent must disclose any existing or potential conflict of interest relative to the performance of the requirements of this proposal. Examples of potential conflicts may include an existing business or personal relationship between the respondent, its principal or any affiliate or subcontractor, with Laramie County or any other entity or person involved in any way in the project that is the subject of this RFP. Similarly, any personal or business relationship between the respondent, the principals, or an affiliate or subcontractor, with any employee of Laramie County or its suppliers must be disclosed. Any such relationship that might be perceived or represented as a conflict should be disclosed. Failure to disclose any such relationship or reveal personal relationships with Laramie County employees may be cause for contract termination. Laramie County will decide if an actual or perceived conflict should result in proposal disqualification. By submitting a response to this RFP, all respondents affirm that they have not given, nor intend to give, any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, tip, favor, or service to a Laramie County employee or representative in connection with the procurement.

Governmental Immunity

Laramie County does not waive its Governmental/Sovereign Immunity, as provided by any applicable law including W.S. 1-39-101 *et seq.*, by issuing this RFP or by entering into any subsequent agreement. Further, Laramie County fully retains all immunities and defenses provided by law with regard to any action, whether in tort, contract or any other theory of law, based on this RFP or any subsequent agreement.

Indemnification

To the fullest extent permitted by law, the successful respondent agrees to indemnify and hold harmless Laramie County, its appointed officials, elected officials, employees and volunteers from any and all liability for injuries, damages, claims, penalties, actions, demands or expenses arising from or in connection with any work performed by or on behalf of respondent for Laramie County pursuant to any agreement with Laramie County.

Termination

The selection may be terminated (a) by either party at any time for failure of the other party to comply with the terms and conditions of the RFP or any subsequent agreement; (b) by either party, with thirty days' prior written notice to the other party; or (c) upon mutual written

agreement by both parties.

Force Majeure

Neither the respondent nor Laramie County shall be liable to perform under this RFP or subsequent agreement if such failure arises out of causes beyond control, and without the fault or the negligence of said party. Such causes may include, but are not restricted to, Act of God or the public enemy, fires, floods, epidemics, quarantine restrictions, freight embargoes and unusually severe weather. In every case, however, a failure to perform must be beyond the control and without the fault or the negligence of said party.

The submission of a proposal shall be considered acceptance to all the terms and conditions provided herein and in the various proposal documents, unless specifically noted otherwise in the proposal.

PROPOSAL FORM

TO:

MacKenzie Howard
Laramie County LEAD Program
1910 Pioneer Ave.
Cheyenne, WY 82001
(307) 633-4700

The undersigned hereby declares that [firm name] _____

_____ have carefully examined the specifications to furnish: RFP – LEAD Evaluation Services, for which proposals were advertised to be received February 8, 2024, at 9:00 am and further declare that [firm name] _____ will furnish the said work according to specifications.

Proposed Cost

Total Estimated Cost for Project: \$ _____

The above prices are all inclusive; County shall pay no other forms of compensation. The County reserves the right to add additional related services that were not known at the time of the publishing of this RFP to any resulting contract, upon negotiations with awarded contractors that is mutually agreeable.

Have you supplied the Submittal Requirements outlined above? _____ YES _____ NO

Laramie County reserves the right to reject any or all proposals, to waive informalities, and to accept all or any part of any proposal as they may deem to be in the best interest of the County.

I hereby certify that I have read and understand the requirements of this Request for Proposals and, that I as the respondent, will comply with all requirements, and that I am duly authorized to execute this proposal/offer document and any contract(s) and/or other transactions required by award of this RFP.

Company _____
By _____ (Print name)
Signature _____
Address _____
City _____ State _____ ZIP _____
Telephone _____ Fax _____
E-Mail Address: _____
DUNS# _____ Fed. I.D. # _____

CONFLICT OF INTEREST & DISCLOSURE FORM
I HEREBY CERTIFY that

I (*printed name*) _____
am the (*title*) _____
and the duly authorized representative of the firm of (*Firm Name*) _____
whose address is _____

And I possess the legal authority to make this affidavit on behalf of myself and the firm for which I am acting; and,

Except as listed below, no employee, officer, or agent of the firm have any conflicts of interest, real or apparent, due to ownership, other clients, contracts, or interests associated with this project; and,

Neither the business nor any authorized representative or significant stakeholder of the business has been determined by judicial or administrative board action to be in noncompliance with or in violation of any provision of the Building Code Regulations of Laramie County, nor has any outstanding past due debt to Laramie County; and,

This proposal is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a proposal for the same services, and is in all respects fair and without collusion or fraud.

EXCEPTIONS (List)

Signature: _____

Printed Name: _____

Firm Name: _____

Date: _____

Sworn to and subscribed before me this _____ day of _____, 20____.

Notary Public - State of _____

My Commission expires _____

(Printed, typed or stamped commissioned name of Notary Public)

RFP Scoring

Organization Name: OMNI

Reviewer Name: Mackenzie Howard

Evaluation Criteria

1) Evaluation Plan – 60 points

Score: 60

Comments: 3D Framework is simple to understand, engagement + deliverables are appropriate

2) Organization and Project Staff – 20 points

Score: 20

Comments: experience evaluating other LEAD sites, engaging clients w/mental illness + substance use disorders

3) Budget – 15 points

Score: 15

Comments: detailed budget + expenditures, deliverables

4) Prior experience – 5 points

Score: 5

Comments: relevant experience w/similar programs/initiatives

Total Score (out of 100): 100

- work plan + timeline provided
- cost benefit analysis
- specific evaluation questions

RFP Scoring

Organization Name: OMNI

Reviewer Name: Ogletree & Jones

Evaluation Criteria

1) Evaluation Plan – 60 points

Score: 60

Comments: Clear, concise & detailed examples on how data will be collected & measured.

2) Organization and Project Staff – 20 points

Score: 20

Comments: Relevant experience & solid understanding of SUD. & mental/behavioral health program needs. Knowledge of community based programs.

3) Budget – 15 points

Score: 15

Comments: Easy to read. Shows where exact funds are being used & distributed.

4) Prior experience – 5 points

Score: 5

Comments: Direct prior experience w/ LEAD of Boulder Co. & other areas of interest.

Total Score (out of 100): 100

RFP Scoring

Organization Name: Data Corp

Reviewer Name: Mackenzie Howard

Evaluation Criteria

1) Evaluation Plan – 60 points

Score: 55

Comments: how qualitative & quantitative will be gathered is somewhat vague

2) Organization and Project Staff – 20 points

Score: 15

Comments: based in Cheyenne, experience w/ local initiatives

3) Budget – 15 points

Score: 10

Comments: budget is less detailed

4) Prior experience – 5 points

Score: 4

Comments: some relevant experience drug (treatment court), re-entry

Total Score (out of 100): 84

RFP Scoring

Organization Name: Datacorp

Reviewer Name: Ogletree & Jones

Evaluation Criteria

1) Evaluation Plan – 60 points

Score: 50

Comments: Would like to see more direct information. Plan is a little too broad.

2) Organization and Project Staff – 20 points

Score: 15

Comments: Detailed but seems to be too much unnecessary information.

3) Budget – 15 points

Score: 14

Comments: Under budget but was lacking breakdown of expenditures.

4) Prior experience – 5 points

Score: 4

Comments: Relevant experience but would like to see more of S.U.D & mental/behavioral health program needs.

Total Score (out of 100): 83

RFP Scoring

Organization Name: JG Research & Evaluation

Reviewer Name: Mackenzie Howard

Evaluation Criteria

1) Evaluation Plan – 60 points

Score: 50

Comments: plan is not specific to community diversion, control group

2) Organization and Project Staff – 20 points

Score: 15

Comments: Analysis & cost benefit analysis may not consider difficulties in maintaining small staff, current projects w/ similar objectives. Contact w/ group participants

3) Budget – 15 points

Score: 10

Comments: project staff not located in close proximity - increased travel expenses. Budget is somewhat

4) Prior experience – 5 points

Score: 4

Comments: some relevant experience w/ jail diversion venue

Total Score (out of 100): 79

RFP Scoring

Organization Name:

JG ~~Research~~ Research

Reviewer Name:

Rebecca Ogletree to Austin Jones

Evaluation Criteria

1) Evaluation Plan – 60 points

Score: 47

Comments: Concerns with data collections, client privacy &

2) Organization and Project Staff – 20 points

Score: 20

client accessibility. Inaccurate reflection of success or failure rate.

Comments: Effective org. & credible qualifications

3) Budget – 15 points

Score: 15

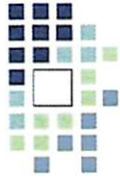
Comments: Met budget & explanation was clear, concise &

4) Prior experience – 5 points

Score: 3.5

Comments: More community based studies. Only has been in the field since May 2021.

Total Score (out of 100): 85.5



Datacorp

Make Your Data Work For You

LAW ENFORCEMENT ASSISTED DIVERSION

Program Evaluation Services

COPY

February 8, 2024

Attention:
MacKenzie Howard
LEAD Program
Laramie County Sheriff's Office
1910 Pioneer Avenue
Cheyenne, WY 82001

Point of Contact:
P. Allison Minugh, Ph.D.
aminugh@mjdatacorp.com
307.634.1808

Prepared by
Datacorp
1621 Central Avenue
Cheyenne, WY 82001
www.mjdatacorp.com
307.634.1808

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1621 Central Avenue
Cheyenne, WY 82001
307-634-1808
www.mjdatacorp.com

February 7, 2024

MacKenzie Howard
LEAD Program
Laramie County Sheriff's Office
1910 Pioneer Avenue
Cheyenne, WY 82001

Dear Ms. Howard:

Datacorp is thrilled to submit this evaluation proposal to the Laramie County Sheriff's Office LEAD Program in response to the RFP issued December 8, 2023, for its Law Enforcement Assisted Diversion (LEAD) Program Evaluation Services. Datacorp is a full-service, multi-disciplined research organization focused on using data to improve the human condition. We address key social issues with innovative study methodologies, data collection and reporting, evaluation, and strategic planning services. Datacorp is a federally certified Woman-owned Small Business located in Cheyenne, Wyoming.

We know Laramie County requires an experienced evaluator for the LEAD program evaluation. At Datacorp we have been conducting program evaluations for over 25 years. We have extensive experience with the target population and are currently evaluating multiple nationally recognized re-entry programs and multiple social service programs targeting homelessness, opioid and other substance misuse, and prevention efforts. We support our clients with comprehensive work products that are fully responsive to their needs and meet and exceed their federal reporting requirements. We are nationally recognized data management experts and can assure Laramie County we will handle your data with integrity and prepare it with attention to quality and usability.

The LEAD evaluation project will be staffed at the top of the organization with our most experienced evaluation and project management professionals. We offer Laramie County a high-quality, useful evaluation that is fully responsive to the requirements set forth in the RFP. It is with great enthusiasm we await your positive response.

Sincerely,

P. Allison Minugh, Ph.D.
President and CEO

DATACORP CORPORATE CAPABILITIES

Datacorp is dynamic, women-owned small business headquartered in Cheyenne, Wyoming that was founded in 1993 and incorporated in 1998. Datacorp is an independent, multi-disciplined research organization focused on using data to improve the human condition. Throughout our history we have addressed important social issues with innovative study methodologies, data collection and reporting, evaluation, and program planning services. We are a team comprised of data scientists, behavioral health experts, and operations management experts. Our staff have doctorate or master's degrees in experimental psychology, social work, or counseling psychology, and are certified operations and project management experts (Lean Six Sigma certified black, green, and yellow belts.)

Datacorp specializes in providing comprehensive evaluations, needs assessments, strategic plans, data quality assessments, survey solutions, data governance, and data analytic services for its clients at the federal, state, local and non-profit provider levels. With a wealth of experience, the company has successfully navigated and excelled in the intricacies of evaluating federally-funded program grants and contracts. Particularly relevant to this application is Datacorp's expertise in the content area, the program participants, data management, and our overall concern for our home community of Cheyenne and Laramie County, Wyoming. We will do everything in our power to ensure that the grant and contract partners meet and exceed the outcomes and program reporting requirements established for this project. We have put together an expert evaluation team committed to implementing a project evaluation framework focused on continuous improvement, and achieving results that can be leveraged for future funding. Our team will monitor and present program data and results in monthly data review meetings to ensure the LEAD program is indeed achieving the desired results when compared to the control group. This self-correcting proactive evaluation approach enables our partners to not only meet but consistently exceed service targets and outcomes for the people they serve. Our work with Vantage Point's Phoenix Program is a prime example. Datacorp is the long-term evaluator for this home-grown criminal justice re-entry program that is on track to be designated an evidence-based best practice program.

Datacorp's commitment to excellence, combined with its seasoned understanding of program evaluation, positions it as a partner you can trust. We are committed to helping you improve your program performance and outcomes, and we are committed to helping improve the lives of the people we serve through those programs.

PROPOSAL FORM

TO: MacKenzie Howard
Laramie County LEAD Program
1910 Pioneer Avenue
Cheyenne, WY 82001
(307)633-4700

The undersigned hereby declares that **MJ Datacorp, Ltd.** Has carefully examined the specifications to furnish: RFP-LEAD Evaluation Services, for which proposals were advertised to be received **February 8, 2024, at 9:00am** and further declare that **MJ Datacorp, Ltd.** Will furnish the said work according to specifications.

Proposed Cost

Total Estimated Cost for Project: \$135,635.90

The above prices are all inclusive; County shall pay no other forms of compensation. The County reserves the right to add additional related services that were not known at the time of the publishing of this RFP to any resulting contract, upon negotiations with awarded contractors that is mutually agreeable.

Have you supplied the Submittal Requirements outlined above? Yes No

Laramie County reserves the right to reject any or all proposals, to waive informalities, and to accept all or any part of any proposal as they may deem to be in the best interest of the County.

I hereby certify that I have read and understand the requirements of this Request for Proposals and, that I as the respondent, will comply with all requirements, and that I am duly authorized to execute this proposal/offer document and any contract(s) and/or other transactions required by award of this RFP.

MJ Datacorp, Ltd.

By: P. Allison Minugh, Ph.D.



Signature: _____

Address: 1621 Central Avenue, Cheyenne, WY 82001

Telephone: (307)634-1808 Fax: Not available

E-Mail Address: aminugh@mjdatacorp.com

DUNS#: 011787640

Federal I.D.#: 05-0501729

SECTION 1: EVALUATION PLAN

Overview of The Evaluation Plan

In the ever-evolving landscape of programs and initiatives, the need for rigorous evaluation is paramount. The proposed evaluation plan is comprehensive and designed to thoroughly assess LEAD program processes and outcomes. As advocates of evidence-based decision-making, the Datacorp evaluation team not only recognizes the importance of strong program implementation, we support it. We work in a partnership with your team using project data to optimize program implementation leading to better participant outcomes and ultimately a positive impact on Laramie County.

Purpose, Objectives, and Significance

Our evaluation plan is designed to answer key questions LEAD has about its diversion program, to identify areas for implementation improvement, and ultimately to contribute valuable data and insights for decision makers and planners. The plan details our evaluation methodology clearly outlining steps involved in the process and outcome evaluations. The integrated mixed methods approach we propose will lend credibility, reliability, and validity to the findings and provide a deep understanding of program delivery and the complexities inherent in participant outcomes.

Evaluation Design

The integrated mixed methods evaluation design is a comprehensive approach that seamlessly combines qualitative and quantitative methodologies to produce an all-inclusive understanding of LEAD program processes and outcomes. This design involves data collection from the LEAD Program participants as well as a control group so comparisons can be drawn. Collecting and analyzing quantitative and qualitative data simultaneously allows one to influence the other and allows findings to be merged. For example, the quantitative data may underscore the need to conduct a particular stakeholder interview that will help shed light on early findings in the data. Similarly, case summaries may enrich findings and highlight trends identified in the quantitative data.

Our integrated framework leverages numerical data and qualitative insights allowing us to explore complex relationships in the data. Integrating quantitative and qualitative data occurs throughout the evaluation and most importantly during the final stage when conclusions are integrated with results. We are not simply trying to validate quantitative data with qualitative explanations, rather this approach presents data in its context, telling the "story behind the data". This in turn lends itself to making informed conclusions about program progress and success. We answer not only the "what" and "how" questions but also the "why" questions behind the outcomes.

We are not simply trying to validate the quantitative data with qualitative explanations, rather this approach provides the basis for presenting data in its context and telling the "story behind the data", which in turn lends itself to making more informed conclusions about the program's progress and success.

The quantitative component utilizes statistical analysis to measure and quantify outcomes whereas the qualitative component adds depth by capturing the intricacies

of experience, diverse perspectives, and most importantly, contextual factors that help explain why some participants achieve better outcomes than others. This approach bridges the gap between numbers and narratives and offers a richer perspective beyond what either approach could offer on its own. The integration occurs at multiple stages. Some key examples include:

- Development of evaluation questions
- Data collection
- Data analysis
- Interpretation of findings

Data Collection

Overview

We are committed to an evaluation that makes the most of quantitative and qualitative data, and *ensuring data collection supports outcomes that can be used for future program planning*. In this section we describe our approach to data collection.

Quantitative Data

Commitment to Efficient Data Collection

The Datacorp evaluation team has extensive experience collecting criminal justice-related data aimed at demonstrating program effectiveness. Having served as evaluator on BJA and SAMHSA grants, Department of Corrections contracts, and local drug court programs, we have a library of validated measures to draw upon for this program evaluation. We approach this process by collaborating closely with stakeholders to pinpoint their goals, relevant processes, and systems to capture the required evaluation data. We also understand the challenges involved in data collection with this population. Therefore, we propose working with the LEAD stakeholders on measure selection at the outset to ensure the final set of selected measures are thorough enough to answer the evaluation questions and demonstrate program success but streamlined enough to facilitate data collection from program participants and control group members.

We will only collect data needed for the evaluation to substantiate the outcomes of interest. We have your program's best interests in mind and are not collecting data to publish academic papers, unless it is *your goal*. In fact, for every measure selected, we will ask, "How is this going to be used?" and will crosswalk against the program requirements and will only use it if it serves the program, the county, or if it helps demonstrate effectiveness; otherwise, we will not collect it.

For every measure that is selected, we will ask, "How is this going to be used?" And if it does not serve the program, the County, or help demonstrate effectiveness, we will not collect it.

Recognizing the significance of using reliable, validated tools, Datacorp mapped the required short-, intermediate- and long-term measures against Datacorp's library of instruments. Table 1 below provides examples and options for sourcing evaluation measures commonly used with this population that will capture the LEAD program requirements for impact and outcomes. If needed we have the expertise to develop any measures for which there is not an existing, validated item.

Data Use and Data Sharing Agreements

Datacorp boasts a wealth of experience developing robust data use and sharing protocols, setting us apart as leaders in this field. Dr. Minugh and her team have successfully crafted comprehensive frameworks that prioritize data security, privacy, and ethical considerations. We understand the importance and value in having tailored protocols that not only align with industry standards and legal requirements but serve client and stakeholder needs that will alleviate data sharing concerns, among the most cautious of stakeholders. We leverage our experience based on years of collaboration with diverse clients, coupled with our commitment to staying up-to-date on the evolving technical landscape to design data use and data sharing protocols that are timely, current, and adaptable to emerging data safety, security, and utilization trends.

Datacorp has a successful history implementing effective data governance strategies, fostering transparency, and enabling seamless collaboration while safeguarding sensitive information. Choosing Datacorp means opting for a partner with a demonstrated ability to navigate the complexities of data use and data sharing, ensuring compliance and promoting a culture of responsible data management.

Secure Data Transfer

Datacorp utilizes the Microsoft 365 suite of cloud-based productivity tools and services. Office applications include Word, Excel, PowerPoint, Outlook, and PowerBI. Communication tools include Microsoft Teams with chat and video conferencing, file sharing, and application integration. Datacorp utilizes Microsoft 365 security and compliance including identity and access management, threat protection, information governance, and compliance monitoring tools. All Datacorp computers receive automated security updates. Cloud-based services include Microsoft OneDrive for file storage and sharing, Microsoft Exchange for email, and Microsoft SharePoint for collaboration and content management. Datacorp's hosted cloud storage includes a separate, HIPAA-compliant client platform used exclusively for secure data sharing between Datacorp and its clients. Datacorp's storage platforms are accessible anywhere with an internet connection, they are scalable and facilitate collaboration. Files are automatically backed up reducing risk of data loss, and have robust security including encryption, access controls, and regular security updates. The client platform is separate from Datacorp's internal file management platform but possesses the same level of security and protection. Each client is provided secure access to their project folder using two-factor authentication protocols. Access to the client platform and client folders is based on "need-to-access". Once project work is completed, external permissions are removed, and client user accounts are off-boarded.

Qualitative Data

This proposal emphasizes a robust, integrated, mixed methods evaluation design that incorporates qualitative data from project partners. The qualitative component will underscore the depth and richness of our program assessment through case summaries and interview data, while supplementing participant data with other program data including financial, staffing, and operational information. Collaborating closely with program partners, we will seamlessly integrate financial, staffing, and operational data into our analytics to provide a comprehensive understanding of the program's organizational dynamics. Enrollment and case summaries will capture individual experiences, track participant progress, and enrich participant outcome data gathered

at structured data points. We place a strong emphasis on qualitative insights as they reveal and incorporate stakeholders' voices and perspectives.

Monthly Data Review Meetings

Our commitment to transparency and client collaboration is underscored in monthly data review meetings. These meetings will provide LEAD program staff with ongoing insight into data collection efforts and analysis, ensuring you are informed every step of the way. The data review meetings allow us to share preliminary results, so you don't have to wait until reporting periods to know how effective your program is and how participants are faring. This is called a "self-correcting" evaluation approach, that allows the program team to see results regularly so they can decide if they need any course corrections. It also helps ensure data quality as data anomalies are reviewed and discussed between the evaluation and program team to determine if the data and findings are correct and if there are data collection or data management needs to be addressed. This approach fosters continuous communication, prevents surprises, and cultivates a partnership built on trust and shared understanding.

Project Meetings and Program Stakeholders Collaboration

At Datacorp we value working collaboratively with our clients and view this relationship as a partnership. Datacorp is open and transparent with its clients and their data. We accomplish this by establishing a communication schedule that suits our client's needs, usually during the contract negotiation phase or in our initial Kick-off meeting, that continues throughout the project. The project start-up and planning phases are critical and help us set the course for the evaluation, ensuring our approach, methods, and processes are transparent and aligned with LEAD's program goals.

As we progress we advocate sharing preliminary results in the monthly data review meetings (previously described) and through work with the Key Stakeholder Policy Committee, Operational Work Group, and other stakeholders and partners as needed. Given our location, we can meet in person if desired as it does not cost the project any extra resources to do so. And while we can, do, and will work independently, we recognize evaluation findings and recommendations often have policy and strategic planning implications. For these reasons we prioritize keeping our clients apprised of the evaluation findings—especially the surprising ones—as we progress. In addition to SIMPLE status updates, we propose an ongoing communication plan to keep LEAD updated on findings as they emerge using the monthly data review meetings as the tool for this process. This regular, transparent process gives everyone a chance to think about the data, the implications, and the interpretations. It also provides the LEAD implementation team opportunity to provide input on how the data findings fit with their perception of program delivery, participant engagement, and emerging outcomes.

Required Reporting

In nearly all of our projects, the federal government requires the grantee to submit annual progress reports, a final closeout report, and in some cases, quarterly reports. Datacorp is prepared to work with LEAD to ensure all reporting requirements are met. We routinely receive positive feedback from our clients and their federal program officials on the quality of reports produced by Datacorp.

We will prepare draft report outlines and submit them to LEAD and its partners for review

and feedback. We will incorporate feedback and circulate another draft for approval. We find this method helps ensure the client knows what to expect in our work products and helps them “see” what the report is going to look like and how it will be organized. Should your funder provide a report template, we create our outline from that and populate it with headers and subleaders to show how the report will appear in advance of its due date. Finally, if your funder requires direct data entry into an online system, we can either provide that service or ensure you have the information needed to meet that requirement on-time.

Impact/Outcome Measures

In accordance with the RFP evaluation requirements, Datacorp’s evaluation team will collect short-term, intermediate-, and long-term participant and community outcomes. As described in the data collection section, the Datacorp evaluation team is committed to complete but efficient data collection and will only collect data elements that are of use to the LEAD program—whether that is for reporting or process purposes.

The following data element table includes each element in the RFP, the period covered by the measure, the target population (LEAD participants, control group, community data, stakeholders), whether Datacorp has valid measures, the measure source, and the desired direction of the intended outcome. Readers will note the table indicates Datacorp has multiple, valid measures for most of the measures. Rather than use a lengthy instrument in its entirety and potentially collect extra data, if it is acceptable to the LEAD program, we propose to select measures from the validated instruments to create a more streamlined—but complete assessment—of participant data. We will ensure we collect all required measures and other measures of interest to the LEAD program. We hope to minimize reporting burden on respondents, which can ultimately be a deterrent to full participation, especially at the follow-up assessment.

Datacorp anticipates the data we receive through data sharing agreements, and data that comes directly from LEAD or its partners, is valid. We will request documentation that describes the data, and we will perform our routine data quality checks to minimize the potential for data quality to impact results. In the spirit of transparency, as each new type of data and subsequent data files and extracts are received, we will review them for data quality and will report-out our findings in the data review meetings. Thus, these meetings not only keep the whole team informed of the progress on the project they also serve as a mechanism to help ensure data quality. Note that NOMS and GPRA refer to validated instruments used by the federal government for standardized reporting.

Table 1. LEAD Program Measure Description Table

Time Period	Target Population	Measure	Have Valid Measure	Source	Desired Direction
Short-Term	LEAD Participants	Criminal activity, including substance use	Multiple	GPRA	Decrease
		Harm to self/others from substance use			Decrease
		Psychosocial functioning	Multiple	GPRA	Increase
		Participant and Staff Rapport	Multiple	Satisfaction	Increase
		Access to medical & mental health care	Multiple	NOMS, GPRA	Increase

Time Period	Target Population	Measure	Have Valid Measure	Source	Desired Direction
	Community	Vulnerable Population Access to Services	Multiple	NOMS, GPRA	Increase
Intermediate	LEAD Participants	Housing Stability	Multiple	GPRA	Increase
		Educational/Vocational Training	Multiple	GPRA, VP	Increase
		Self-Sufficiency	Yes	NOMS, GPRA	Increase
		Association w/ Negative Peers	Yes	GPRA	Decrease
		Access to Inpatient/Outpatient Assessment and Services	Multiple	GPRA	Increase
	Community	Substance Misuse	Multiple	GPRA, others	Decrease
		Sobriety Support	Yes	GPRA	Increase
		Legal Compliance Support	TBD	TBD	Increase
Long-Term	Community	Recidivism/Rearrest	Yes	LEAD*	Decrease
		Cost Related to Lengthy Incarceration	Yes	LEAD*	Decrease
		Law Enforcement Relationships (substance use, mental illness, poverty)	Yes	LEAD & Interviews	Increase
		Diversion Referrals	Yes	LEAD*	TBD
		Post-Incarceration Services	Yes	TBD	TBD
		Public Safety Resource Use		LEAD*	TBD
		Interagency/Partnership Collaboration	Multiple	Interviews, Survey	Increase
Control Group Quality of Life Comparisons					
All	Lead Participants & Control Group	Recidivism/Rearrest	Yes	LEAD	Decrease
		Treatment	Yes	TBD	N/A
		Treatment Completion	Yes	TBD	N/A
		Psychosocial Changes	Multiple	GPRA	Improve
		Housing	Multiple	GPRA, NOMS	Increase Stability
		Economic/Employment Status	Multiple	GPRA	Increase

Note: *Indicates we anticipate LEAD either has the data or will access it through data sharing.

Demonstrated Analytic Outcomes

Quality of Life

Datacorp routinely demonstrates quality of life outcome to its clients. For this project we will review the outcomes for LEAD program and control participants as data become available. This process will include assessing quality-of-life comparison measures indicated in Table 1.

Cost-Benefit Analysis

Datacorp routinely conducts cost-benefit analyses that examine costs across evaluated programs. The LEAD program cost-benefit analyses will examine booking and prosecution costs, jail days, treatment, and prison incarceration. We anticipate this data being made available through the data sharing agreements discussed earlier.

Analytic Methods to Assess Outcomes

Datacorp has a strong analytic team for this project. It will be overseen by Dr. Minugh. She and the data manager/analyst will conduct all quantitative analyses drawing upon univariate, multivariate, and missing data methods to optimize program data.

Procedure

Data will be collected from LEAD group participants and control group participants for all quality-of-life (QOL) measures of interest. LEAD participants will also be assessed on short-term, and intermediate impacts. The community will be assessed on short-term, intermediate, and long-term impacts and include a variety of topics pertaining to the main themes of criminal justice activity, substance misuse, psychosocial functioning, participant and staff relationships, mental health/medical care, education, employment, among others listed in Table 1. Cost benefit data will be collected through the LEAD program data sharing agreements.

Sample

The study sample will consist of 25 individuals in the LEAD program group and 25 in the control group each year, for a total of up to 75 in each group. LEAD participants will be randomly selected from participants actively involved with the program. Control group participants will be matched to LEAD participants and a random sample will be selected. Following selection of both groups, appropriate tests will be conducted to ensure selection was equivalent and groups are truly matched. Key matching variables include: substance-related criminal justice involvement, untreated mental illness, among other relevant factors that affect outcomes.

Analysis

Pre-Analytic Data Preparation and Data Management

All data collected via questionnaire administration or through data extraction and data sharing will be checked for data quality. Questionnaire data will be subjected to Datacorp's routine data quality checks that include but are not limited to comparing the number of respondents with rows of data comparing columns in extracts to ensure accurate data transfer, comparison of logically inconsistent questionnaire items that are inconsistent with earlier reports, e.g., had a high school education at enrollment but not at follow-up, etc. Datacorp has a library of checks it performs to ensure data quality that will be included in the project's data processing plan. Data quality items that can be resolved are reviewed in the proposed monthly data review meetings.

Missing Data Handling

Pre-analytic data management alerts us to missing data. If it cannot be obtained, we will apply appropriate missing data methods to estimate up to 30% of missing data in the variables of interest for program and control groups. These methods may include Inverse Probability Weighting or Multiple Imputation via Chained Equations. We anticipate a small sample size and therefore expect Multiple Imputation via Chained Equations to be most appropriate. Imputed datasets will be evaluated against the original incomplete datasets to ensure the methods were appropriate.

Check Assumptions for Multivariate Analysis of Variance (MANOVA)

Prior to conducting the main analysis, preliminary analyses will check for the assumptions necessary to run MANOVA if sample size permits. Descriptive statistics (e.g., mean, standard deviation, range, etc.), boxplots and histograms will be examined to identify

outliers and provide insights into the data distribution. Correlations and other common, appropriate statistical methods will be applied to ensure the procedure's assumptions are not violated (e.g., normality.)

Primary Analysis

Multivariate Analysis of Variance (MANOVA) is a comm method to compare outcomes between groups when multiple outcome variables are used to assess an intervention or program. By using MANOVA to compare multiple dependent variables simultaneously, the error rate is decreased, in comparison to running multiple single analyses. MANOVAs will compare quality-of-life outcomes (i.e., re-arrest, recidivism, treatment, completion rates, conviction, psychosocial changes, housing, and economic/employment status) between the LEAD participant group and the control group. Short-term, intermediate, and long-term impacts will be evaluated to compare mean scores at various timepoints within the LEAD participants and control group samples. In the event demographic variables are significantly correlated with the outcomes of interest, covariates will be included in the model to control for significant differences between demographic groups. If sample size does not permit multivariate analyses, univariate analyses will suffice and include t-tests, ANOVA, Chi Square, and simple pre- post % change analyses.

Exploratory Analysis

Difference-in-Difference (DiD) Testing

Difference-in-Difference (DiD) will be used to further evaluate program outcomes. This method goes beyond simple changes over time by differentiating the change in the program group from the change in the control group after the LEAD program is introduced. By considering the differences between the two groups before and after the program, DiD gives a better sense of whether the changes are program-related or due to other factors that may have influenced the outcomes.

Table 2. LEAD Evaluation Project Timeline

Task	2024								2025				2026	
	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
Kick-Off Meeting	x													
Review & Analyze Existing Data	x	x												
1st Annual Report		x												
Select Control Group	x													
Review QOL Survey	x	x												
Finalize QOL Survey		x	x											
Data sharing agreements			x	x										
Obtain external data				x	x	x								
Data Review Mtgs	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Design Stakeholder Interviews			x	x										
Conduct Interviews					x	x	x					x	x	
Data Collection and Analysis	x	x	x	x	x	x	x	x	x	x	x	x	x	x
2nd Annual Report											x			
3rd Annual Report														x
Closeout Report														x

ORGANIZATION AND PROJECT STAFF

Datacorp is a Cheyenne-based research and consulting firm founded in 1993 and incorporated in 1998. Datacorp is an independent, multi-disciplined research organization focused on using data to improve the human condition. Throughout our history we have addressed important social issues with innovative study methodologies, data collection and reporting, evaluation, and program planning services. We are a team of data scientists, behavioral health experts, and operations management experts. Our staff have doctorate or master's degrees in experimental psychology, social work, or counseling psychology, and are certified operations and project management experts (Lean Six Sigma certified black, green, and yellow belts.)

We implement program evaluation services for the federal government through the Substance Abuse and Mental Health Services Administration, the Health Resources and Services Administration, the Bureau of Justice Assistance, the National Institutes of Drug Abuse, the National Institute on Alcohol Abuse and Alcoholism, and the Centers for Medicare & Medicaid Services to name a few. We work for state governments in Alabama, Kansas, Massachusetts, Rhode Island, Utah, Virginia, Washington, and Wyoming through departments of health, family services, education, and corrections. In addition, we have worked for hundreds of counties, communities, coalitions and task forces, and social service organizations including hospitals, behavioral healthcare programs, drug and DUI courts, pre- and post-release re-entry programs, legal aid programs, and prevention organizations.

Datacorp staff volunteer on local initiatives to improve the wellbeing of residents in communities where we live. Datacorp staff participates in the Laramie County Community Partnership as a board member, and participates on the Behavioral Health Action Team, the Suicide Fatality Review Team, and the Opioid Overdose Review Team. We help our community partners with questions on data collection and interpretation, program operations management, and program improvement. We strive to be a valuable, dependable resource in Cheyenne. All our clients and community partners have one goal in common: to improve the quality of life for the people they serve.

Datacorp staff are accustomed to complex projects with multiple moving parts, sophisticated data collection and analysis, and reporting *that meets the needs of the clients*. We work together with program staff to discuss program implementation, review data, and use that information to make service delivery adjustments in support of participant outcomes. We are project *partners* with the goal of achieving the best outcomes for the clients and doing it within an evolving quality improvement framework.

Technical Expertise

The LEAD program evaluation requires numerous skills for success. These skills include:

- Knowledge of Laramie County's planning and reporting requirements and the data needed to meet these mandates.
- Data management expertise, including: Experience identifying needed data, collecting data for meaningful reporting, and setting up data sharing agreements; harmonizing disparate data across platforms, programs, and time periods; and

domain expertise constructing uniform, meaningful variables to facilitate analysis.

- Data analysis capability, including: Domain expertise in criminal justice, mental health, substance misuse prevention and treatment; social indicator data use; expertise with univariate and multivariate statistics; expertise creating visually appealing, user-friendly reports; creativity highlighting important findings; and the ability to respond on short notice to *ad hoc* requests.
- Professional writing/editing capabilities, including: Producing reports that are clearly written, attractively formatted, meet reporting requirements, and support future funding; the ability to produce reports and one-page documents for a variety of audiences depending on their specific needs.
- Technical expertise in measure development, including: Domain expertise in criminal justice, behavioral healthcare, and social indicators; expertise in measure construction; expertise producing training and materials to facilitate measurement, data collection, analysis, and reporting.
- Expertise collecting data from reluctant clients, including: Matching data collection tools with reporting requirements and program capacity; follow-up with difficult to reach clients; incentivizing data collection to foster participation.

The following Datacorp projects reflect a sample of work that clearly demonstrates the skills needed for a successful LEAD program evaluation.

Vantage Point, Inc.: Phoenix Project Institutional-Based Offender Re-Entry Program

Datacorp is the long-term evaluator for Phoenix Project, a 6-month re-entry program developed by Vantage Point to address needs of incarcerated individuals and support their successful return to the community. Selected candidates engage in 9 core program components addressing healthy lifestyles, family, and employment. Modalities include cognitive behavioral and motivational enhancement therapy, medication assisted treatment, family dynamics, physical/nutritional health, organizational skills, financial planning, and employment skills. Datacorp facilitates measure development, data collection, and reporting. Data analysis explores program impact on quality of life and recidivism rates. The evaluation includes a mixed-methods approach. We examine client interview data with key client accomplishments and preferred program components to explore program effectiveness. Datacorp's reports meet the needs of varied stakeholders and audiences to increase awareness of program effectiveness and key outcomes. The program has a 76% follow-up rate with impressive participant outcomes and was recently refunded through a competitive process for 3 years with two additional option years. The Phoenix Project is a NIJ Promising Reentry Initiative. Datacorp's work is helping the Phoenix Project be nationally classified as an evidence-based best practice.

Steppingstone, Inc.: Re-Entering Offenders Achieving Recovery (ROAR)

Datacorp provides ongoing evaluation for ROAR. Steppingstone, Inc. in Fall River, Massachusetts was awarded a five-year grant by SAMHSA's Center for Substance Abuse Treatment to facilitate successful re-entry for men and women released from the Bristol and Barnstable County Houses of Correction. Services include service need screening and transition plan development while incarcerated; case management pre- and post-release; and referral to treatment and services. Datacorp facilitates monthly data review and technical assistance meetings, updates the team on results, and reviews data collection challenges. Datacorp provides GPRA training to staff ensuring comprehensive,

quality data collection, entry, and program management. Through a self-correcting continuous evaluation model, Datacorp provides the team ongoing data feedback to improve data collection, refine recruitment strategies, improve follow-up with reluctant clients, and monitor outcomes to improve program implementation.

City of Fall River: FR-CARA

The City of Fall River received an FR-CARA grant by SAMHSA's Center for Substance Abuse Prevention. Project goals include preventing and reducing opioid overdose by distributing overdose reversal drugs, training first responders and stakeholders to use overdose reversal drugs, and developing processes, protocols, and mechanisms for outreach, treatment referral, and recovery support services. The project fills existing service gaps and creates a continuum of care across multiple Fall River agencies. Datacorp evaluates this multifaceted program. Responsibilities include monthly, quarterly, and annual reporting; pre-and post-survey development; dose distribution data tracking; and overdose incident encounter and follow-up data collection. Datacorp supports all training efforts including a data collection process for law enforcement through in-service training. Datacorp is helping develop an application to manage data across project components. The application will serve as a collaborative, interactive care management system for community partners.

Strength in Peers: Safe & Secure Cost Analysis

Strength in Peers, a HRSA-funded rural, Virginia-based program, collaborates with a local hospital to engage clients in post-discharge services to reduce repeat, costly, health care visits by increasing self-efficacy, quality of life, and personal health management skills. Activities/services include outreach activities with peer recovery supports after discharge; service need screening/assessment; case management; outpatient counseling; and referral to needed treatment and services. The evaluation includes a cost analysis study for total direct cost, and direct cost margin calculations across all visits and treatment modalities. Readmission data is examined to determine decreases post-program engagement. Datacorp reports cost analysis findings with participant enrollment characteristics, quality of life measures, self-efficacy, physical and emotional health improvements, session data, external referrals, and other key measures.

Project Staff

P. Allison Minugh, Ph.D. – Project Director and Lead Evaluator

Dr. Minugh, Datacorp's President and CEO, is a trained research methodologist in behavioral health psychology and is a recognized senior data scientist with extensive expertise in data governance, data handling policies and procedures, and creating transparent data infrastructures for clients and governmental organizations. For more than 25 years, and in consultation with leading researchers across the country, Dr. Minugh has honed her methodology skills and is widely respected for her outstanding evaluation and data management protocols. She has vast quantitative and survey research experience and has a lengthy history of training and conducting randomized clinical trials using control groups. Dr. Minugh received her Ph.D. in Behavioral Health psychology from the University of Rhode Island and completed advanced training in addictions research through an NIAAA-funded post-doctoral fellowship at the Brown University Center for Alcohol and Addiction Studies where she was an adjunct professor for more than 20 years. She held previous faculty appointments at Harvard University's National Technical Center for Treatment Needs Assessment, and she holds a Lean Six Sigma Green

Belt Certification from Villanova University. Dr. Minugh will be responsible for the scientific integrity of the LEAD evaluation, develop data collection tools, data collection and management plans, facilitate data sharing agreements, develop the cost-benefit analysis protocol, and participate in report writing.

Susan Janke, M.S. – Project Manager, Senior Analyst

Ms. Janke is Datacorp's Chief Operating Officer. She has over 35 years' management experience and served as the lead consultant or project manager on all Datacorp's behavioral health-related projects. Ms. Janke's degree is in counseling psychology, she has a Lean Six Sigma black belt in project management, and she leads all Datacorp's qualitative data collection efforts. Ms. Janke will lead focus groups and conduct key informant interviews, analyze and interpret qualitative data, facilitate project team meetings and program improvement strategies, participate in report writing, and will manage all aspects of project work.

Kayla Mulvey, M.A., L.C.S.W. – Senior Analyst

Kayla Mulvey is Senior Analyst Datacorp. She will work with Dr. Minugh and Ms. Janke to identify and draft the quality-of-life participant measures for the LEAD evaluation. She will work with Dr. Minugh to ensure workflow for databases are built to specification and that the measures are collected in the format required by the project for accurate, timely reporting. She will work with Dr. Minugh and Ms. Janke to ensure all project tasks are entered in the company's project management software system and that adequate preparation time is given ensure data are processed in time for all monthly data review meetings, required reports, and other project deliverables.

Elizabeth Pauley, M.A., Ph.D. Candidate - Data Analyst

Ms. Pauley is a highly skilled data manager and analyst. She is a doctoral candidate in behavioral health psychology with a focus on research methodology. Ms. Pauley helps gather, prepare, manage, and analyze data for Datacorp's evaluation projects. She possesses great familiarity with the data collection instruments and datasets routinely used in behavioral health studies and is a skilled IBM/SPSS, SAS, and R programmer. Ms. Pauley will create any needed data entry systems, analyze project data with oversight from Dr. Minugh, create data dashboards, and assist with report writing.

Adam Tabares, B.A. – Project Assistant

Adam Tabares is a Datacorp research assistant. He assists our evaluation projects by testing databases, assisting with data management, creating tables and figures that support data review meetings and reports, formatting reports, and will generally assisting the entire project team with tasks and tracking activities as appropriate.

Use of Subcontractors

All work on the LEAD evaluation will be completed by Datacorp staff.

DATACORP BUDGET AND BUDGET JUSTIFICATION

The following is the Datacorp budget justification for the LEAD program evaluation. It is a labor only budget. If the LEAD program wishes Datacorp to facilitate distributing incentives to participants to facilitate data collection, we can revise the budget to include it as it does not appear in the current budget.

It should be noted this budget has been constructed based on our understanding of the LEAD program's immediate needs, which include completing the Year 1 annual progress report rather quickly. In addition, we also understand the importance of getting infrastructure in place and getting the evaluation up and running. With these goals in mind, we have prepared a budget that captures this parallel effort to allow both things to happen simultaneously. If the LEAD program reviewers and implementation team believe the project could be better served by us doing these two global tasks differently—or even on a different timeline—we are open to having this discussion and revising the budget, the timeline and/or the workflow to accomplish this.

The costs are based on bundled rates that include all costs to the project. Cost was escalated at 3% for cost-of-living purposes in Year 3. Annual costs are presented below followed by detailed costs by staff person.

Budget Costs By Year

Year 1:

The cost for Year1 is \$35,675.

Year 2:

The cost for Year1 is \$49,975.

Year 3:

The cost for Year1 is \$49,985.90.

Total Cost

The total cost for the LEAD evaluation is \$135,635.90.

Staffing Costs

Datacorp has placed this project at the top of the organization with seasoned, experienced staff who have worked with the target population both clinically and as evaluators for years. The proposed team have the content, methodological, technical, and project management expertise to make the LEAD evaluation a success. The proposed team also have extensive experience working on similar evaluation projects and are well-versed in survey research methods and development, data analytics, and reporting to funders and stakeholders on behalf of their clients.

P. Allison Minugh, Ph.D. Project Director, Senior Scientist

Dr. Minugh will have scientific and fiscal responsibility for the project. She will oversee all methodological and analytic concerns. She will assist with preparation and finalization of the initial annual progress report and will work with staff assigned to procuring the valid questionnaire items needed to evaluate the quality of life measures the LEAD program wishes to collect. She will oversee database development, data sharing protocols, and reporting formats required for the project in addition to being a methodological resource

for the project. She will oversee the development of the materials for the monthly data review meetings and will assist with reporting to stakeholders and funders in later years of the project. She will participate in monthly GPO calls should this be required by the funder and the LEAD program team.

Minugh Cost

The total cost for Dr. Minugh's contribution to the project is \$32,536. It includes \$9,800 in Year 1, \$11,200 in Year 2, and \$11,536 in Year 3.

Susan L. Janke, MS, Project Manager, Senior Analyst

Ms. Janke will serve as project manager and be the key contact for the project. She will work with the LEAD program to schedule meetings and coordinate efforts between the LEAD program team and Datacorp such as the project's Kick-Off meeting, monthly data review meetings, delivering drafts of questionnaires, stakeholder interview questions, project deliverables and the like. She will also conduct all interviews for the project. She will manage workflow within Datacorp and work with Ms. Mulvey who will enter key workflow steps and deliverables into the company's project management software. She will participate in the development and finalization of the quality-of-life questions in collaboration with the LEAD implementation team, Dr. Minugh, and Ms. Mulvey, and will have lead responsibility for writing the annual progress reports and the final closeout report. She will participate in monthly GPO calls should this be required by the funder and the LEAD program team.

Janke Cost

The total cost for Ms. Janke's contribution to the project is \$59,323.95. It includes \$10,500 in Year 1, \$23,625 in Year 2, and \$25,198.95 in Year 3.

Kayla Mulvey, MA, LCSW

Kayla Mulvey is Senior Analyst Datacorp. She will have responsibility for working with Dr. Minugh and Ms. Janke to identify and draft the quality-of-life participant measures for the LEAD evaluation. She will work with Dr. Minugh to ensure workflow for any databases required for the project are built to specification and that the measures are collected in the format required by the project for accurate, timely reporting. She will work with Dr. Minugh and Ms. Janke to ensure all project tasks are entered in the company's project management software system and that adequate preparation time is given ensure data are processed in time for all monthly data review meetings, required reports, and other project deliverables.

Mulvey Cost

The total cost for Ms. Mulvey's contribution to the project is \$14,212. It includes \$6,375 in Year 1, \$4,335 in Year 2, and \$3,502 in Year 3.

Elizabeth Pauley, MA, Analyst

Ms. Pauley is Datacorp's data manager and one of its analysts. She will have responsibility for assisting Dr. Minugh with the random selection of program participants, including control group participants, programming the quality-of-life questionnaire, tracking all questionnaires that are collected, pulling data from the system, cleaning and preparing data for analysis, and creating the infrastructure needed to develop the "repeatable processes" required to support the monthly data review meetings. She will process all data we receive through data sharing agreements. She will also assist with the report by conducting all data analyses that support the development of the project reports. .

Pauley Cost

The total cost for Ms. Pauley's contribution to the project is \$19,857. It includes \$5,625 in Year 1, \$7,125 in Year 2, and \$7,107 in Year 3.

Adam Tabares, Research Assistant

Adam Tabares is a Datacorp research assistant. He assists our evaluation projects by testing databases, assisting with data management, creating tables and figures that support data review meetings and reports, formatting reports, and by generally assisting the entire project team with tasks and tracking activities as appropriate.

Tabares Cost

The total cost for Mr. Tabares' contribution to the project is \$9,706.95. It includes \$3,375 in Year 1, \$3,690 in Year 2, and \$2,641.95 in Year 3.

Travel

Mileage

We have not allocated any expenses to travel as we operate in Cheyenne and are available to meet in person if this is desired. All mileage required for travel within Cheyenne is given in-kind.

REFERENCES

We have provided the three requested references and one additional local reference as an alternate in the even one of our references cannot be reached.

Reference	Contact Information	Role	Projects
Kurt Zunker, Director	Laramie County Treatment Court Programs 309 W. 20th Street Suite #2300 Cheyenne, WY 82001 (307) 633-4530 kurt.zunker@laramiecountywy.gov	Former Evaluation Client Stakeholder in other Datacorp projects	Laramie County Drug Court & Laramie County DUI Court Evaluations
Kathy Carty, Ph.D. CEO	Vantage Point, Inc. 145 Washington St., West Warwick, R.I. 02893 kcartyphd@gmail.com	Current Client Pre-Release Re-entry Service Provider to Rhode Island Department of Corrections	Pheonix Reentry Project Evaluation
Susan Bennett, Director of Development	Steppingstone, Inc. 522 North Main Street Fall River, MA 02720 508-674-2788	Current Client Provides highest level of oversight to Datacorp's evaluation projects and deliverables.	Criminal Justice Related evaluations: DOJ- BCRP (reentry) ROAR (reentry) Substance Abuse Treatment Related: FAIHR (homeless) P2P (peer support recovery) PR (peer support recovery) SOAR (MAT-peer support) TCE-SP (MAT-peer support)
Alternate			
Raymond Macchia	Executive Director Legal Aid of Wyoming Inc. 1920 Thomes Ave., Ste. 320 Cheyenne, WY 82001 (307) 432-0807 ext. 319 Direct Line 1-877-432-9955 Toll Free (307) 432-0808 Fax	Former Needs Assessment Client Met regularly with Datacorp as project progressed	Legal Aid of Wyoming, Required Federal Needs Assessment



P. Allison Minugh, Ph.D.
1621 Central Ave. • Cheyenne, WY • 82001
(307) 634-1808 • aminugh@mjdatacorp.com

EDUCATION

1992-1995	Fellowship	Brown University Center for Alcohol & Addiction Studies, Alcohol Treatment Research, Post-Doctoral Fellowship
1992	Ph.D.	University of Rhode Island, (Behavioral Health/Experimental Psychology)
1991	M.A.	University of Rhode Island, (Psychology)
1988	B.A.	University of California at Irvine, (Psychology)

CERTIFICATES

2011	Certificate	Villanova University, (Certified Lean Six Sigma, Green Belt)
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EXPERTISE

- Needs Assessment and Evaluation
- Data Science, Data Governance, Data Management and Data Visualization
- Software Development Project Management
- Human and Health Service Research
- Clinical Trials and Mixed Methods Research

EXPERIENCE

1998-Present President & CEO, Datacorp

- President and CEO responsibilities include fiscal and scientific leadership for all of Datacorp's products and services.
- Project Director responsibilities include ensuring the scientific integrity and smooth operation of the project; overseeing the transfer, management, cleaning, analysis, interpretation, and reporting of all data; validating instruments; designing methodology; interpreting results; collaborating with clients on the presentation and reporting of results; supervising the project manager; and organizing staff training.
- Principal Investigator responsibilities include researching and designing the methodology, implementation, and reporting for the project; directing the staff throughout all phases of the project; overseeing the administrative and budgetary functions; preparation and review of papers and reports; and the dissemination of research findings at professional conferences.
- Co-Investigator responsibilities include implementing the focus group, usability, and case study research; overseeing the development of the user manual and data management tutorial; working with the legal consultants to prepare and submit the trademark and patent applications; participating in the preparation and review of papers and reports; and the dissemination of research findings at professional conferences.
- Project Manager responsibilities include overseeing and tracking day-to-day details of the project, assisting the team lead, leading team meetings, establishing and maintaining team members' deadlines, monitoring progress in the production of project deliverables, interfacing with clients and outside agencies, and presenting findings.

1998-Present President & CEO, Datacorp

1998-1998

Associate, Abt Associates

1995-1996

Assistant Professor, Wheaton College

1994-1998

Scientist, North Charles Foundation, Harvard Medical School

1991-1992

Research Assistant, Program Evaluation, University of Rhode Island, (Psychology)

1989-1992

Graduate Assistant University of Rhode Island

1990-1991 Case Manager and Alcohol Treatment Counselor, Good Hope Center
1989-1991 Teaching Assistant, University of Rhode Island
1988-1989 Executive Assistant, Learning Assistance Network, University of Rhode Island
1987-1988 Statistics Tutor, Tutorial Assistance Program, University of California at Irvine

DATACORP SPECIFIC PROJECTS

2023-Present Focused Achievements in Housing and Recovery "Project FAHR3", Lead Evaluator

Steppingstone, Inc. in Fall River, Massachusetts was awarded an additional five-year grant (beginning October 1, 2013) by SAMHSA/Center for Mental Health Services to continue to provide services for homeless persons with serious mental illness (SMI) or co-occurring disorders (COD; mental health and substance use disorders) in the greater Fall River (FR) and New Bedford (NB), MA communities. The project included created the project infrastructure for the new grant, working with Datacorp's IT to create secure data transfer protocols, working with Steppingstone's IT to create the protocol and specifications for monthly data extracts from the organization's electronic medical record systems, leading monthly data review meetings and filing quarterly reports. The project will also include preparation of annual progress reports and the project's final closeout report.

2022-Present City of Fall River, FR-CARA, Lead Evaluator

The city of Fall River was awarded an FR-CARA grant by the Substance Abuse and Mental Health Services Administration's, Center for Substance Abuse Prevention. The overarching project goals include preventing and reducing opioid overdose by purchasing overdose reversal drugs, training first responders and members of key community sectors to carry and administer overdose reversal drugs, and developing processes, protocols, and mechanisms for outreach and referral to treatment and recovery support services. The project serves the City of Fall River, Massachusetts, and its nearby communities: Somerset, Swansea, and Westport. The project fills existing service gaps and creates the first working continuum of care across a multiple agencies in the greater Fall River area. As the evaluator, Datacorp supports efforts in program planning and implementation, identifies primary reporting requirements, and constructs pre- and post- survey instrumentation and data collection protocols. The evaluation team collaborates with the implementation team and takes the primary role in monthly data monitoring, quarterly data reporting, and annual reporting. Other activities include but are not limited to monitoring through a self-correcting approach, development and maintenance of project deliverables, including updating data analyses at regular intervals, and collaborating with the implementation team to develop infrastructure for a case/care management software system.

2022-Present Steppingstone, Inc. "Project SOAR2", Lead Evaluator

Steppingstone Incorporated's SAMHSA-funded Project SOAR2 (Supporting Opioid Addiction Recovery) consists of 220 adult male and female participants who meet the diagnostic criteria for Opioid Use Disorder (OUD) as determined by a comprehensive assessment and have chosen to receive Medication Assisted Treatment (MAT) in New Bedford (NB), MA. Additional program goals include but are not limited to: reduce illicit opioid use, cravings and increase engagement in treatment and RSS; improve social functioning and community & family connectedness; place homeless participants in housing and increase housing stability; increase the number of participants with stable income and employment; support participants to obtain healthcare & overdose prevention education; promote tobacco cessation and wellness; decrease participants' risky behaviors and recidivism. Other activities include but are not limited to oversight of database design and creation for continuous data entry and management, monitoring through a self-correcting approach, development and maintenance of project deliverables, which include updating data at regular intervals, e.g., Disparity Impact Statement, process data, outcome data, and annual progress reports and reporting in SPARS, the project's federal data entry system.

2022-Present Steppingstone, Inc. "Project TCE-SP", Lead Evaluator

Steppingstone Incorporated's SAMHSA-funded Project TCE-SP (Targeted Capacity Expansion) targets a total of 240 individuals through an expansion of Steppingstone's Fall River Outpatient Clinic. The grant targets individuals with Opioid Use Disorder (OUD) who have chosen to received medication-assisted treatment (MAT). The project addresses gaps in timely treatment by prioritizing serving persons who present with urgent needs. The project utilizes Steppingstone's expansive continuum of care, as well as its

linkage agreements with local organizations to provide comprehensive recovery support services such as referral to permanent housing, employment, education, childcare, primary medical care, and other services as needed. Other activities include but are not limited to oversight of database design and creation for continuous data entry and management, monitoring through a self-correcting approach, development and maintenance of project deliverables, which include updating data at regular intervals, e.g., Disparity Impact Statement, process data, outcome data, and reporting in SPARS.

2022-Present SSTAR Prevention Services, MassCALL3: Fall River Coalition, Project Director
SSTAR Treatment and Prevention Services of Fall River, MA has contracted with Datacorp to provide needs assessment, strategic planning, and evaluation services following the SPF model for its SAMHSA- and BSAS-funded prevention project. The scope of work includes conducting a needs assessment and developing a strategic plan including: assessment of needs, resources, readiness, intervening variables, cultural responsiveness, sustainability, structure and functioning, capacity building, planning, logic model, implementation planning, and evaluation. Dr. Minugh works directly with the SSTAR prevention program director and coordinator and provides insights and programmatic suggestions during monthly team meetings, participates in stakeholder meetings, and supports SSTAR staff in project implementation.

2022-Present Strength in Peers, Safe and Secure Cost Analysis and Evaluation, Lead Evaluator
Strength in Peers has a multi-year contract with Datacorp to conduct an annual cost analysis and evaluation of the Safe and Secure program it provides for the Sentara RMH Medical Center Hospital in Rockingham County, Virginia. This program enrolls eligible hospital and emergency department patients with histories of substance use disorder and provides peers support services to help meet basic needs, facilitate counseling and psychiatry services as appropriate, facilitate housing, employment and education services, and the program tracks and documents all additional emergency department and hospital admissions of program participants. Quality of life outcomes and hospital costs are assessed as determinant of program effectiveness.

2022-Present SSTAR Prevention Services, MassCALL3: Taunton Cluster, Project Director
SSTAR Treatment and Prevention Services of Fall River, MA has contracted with Datacorp to provide needs assessment, strategic planning, and evaluation services following the SPF model for its SAMHSA- and BSAS-funded prevention project. The scope of work includes conducting a needs assessment and developing a strategic plan including: assessment of needs, resources, readiness, intervening variables, cultural responsiveness, sustainability, structure and functioning, capacity building, planning, logic model, implementation planning, and evaluation. Dr. Minugh works directly with the SSTAR prevention program director and coordinator and provides insights and programmatic suggestions during monthly team meetings, participates in stakeholder meetings, and supports SSTAR staff in project implementation.

2020-Present Lead Evaluator, Vantage Point: Phoenix Project
The Phoenix Project is a 6-month pre- and post-release prison reentry program designed to address the needs of the Rhode Island Department of Corrections population to enhance their success when they return to their communities. Program participants are engaged in core program components that address various behaviors and states that constitute a healthy lifestyle, sound family relationships, and successful employment. The Phoenix Project uses trainers and providers who are certified and experienced in their respective fields. Datacorp became the evaluation team in May of 2020. The evaluation is designed to collect pre-program intake data and post-program data from former inmates six months post-release. As part of this work, Datacorp constructed new questionnaires to collect relevant indicators for the reentry program and implemented a self-correcting evaluation model providing ongoing data management and outcome results. This project was recently funded for another three years with two additional options year based on its overwhelming success.

2020-Present Bristol County Reentry Project "Project BCRP", Lead Evaluator
Steppingstone, Inc. was awarded the FY2020 Second Chance Act (SCA) grant for the Improving Reentry for Adults with Substance Use Disorders Program through the Bureau of Justice Assistance, Department of Justice. The BCRP program assists pre-trial and/or community supervised individuals to achieve stability with SUD/COD, Income and Housing by employing a treatment-first approach which will be achieved by strengthening our collaboration efforts with Criminal Justice and Human Service Professionals throughout

Bristol County. Primary goals include providing support and assistance to justice involved individuals to increase self-efficacy and decrease re-incarceration. As the evaluator, Datacorp supported efforts in planning and implementation of the program, identified primary reporting requirements, and selected data to meet the needs for process and outcome measures. The evaluation team collaborates with the implementation team and takes a primary role in monthly data monitoring and quarterly data reporting into the Department of Justice's Performance Measurement Platform.

2020-Present Project Director, Epidemiology Team, City of Providence, Partnerships for Success
The City of Providence has contracted with Datacorp to provide epidemiological services for its Partnerships for Success grant. The scope of work includes assisting the project director with development and maintenance of project deliverables, which include updating data at regular intervals, e.g., Disparity Impact Statement, needs assessment, outcome data, reporting in SPARS, and developing and maintaining a prevention data infrastructure for the City of Providence. Specific activities for infrastructure development include process map creation, wireframe design, data entry screen creation, and training with technical assistance. Other activities include but are not limited to conducting focus groups and key informant interviews, environmental scans, creating logic models, assisting with the development of strategic plan and subsequent community-level work plan, and collecting data for the evaluation of programs and activities implemented under the PFS grant. This contract also involves working with the coalition to assist the project director in support of capacity building aspects of the grant. Activities include ensuring data are collected and reported for all aspects of the grant and its programs, policies, practices, and strategies designed to reduce underage drinking, and tobacco and Electronic Nicotine Delivery Systems (ENDS) use.

2020-Present Evaluation Lead, City of Providence: Partnerships for Success (PFS)
Datacorp is evaluator for the PFS grant for the City of Providence. In addition to the process and outcome evaluation, Datacorp provides oversight to project's data collection effort, tracks all activities against the project timeline and its milestones, and supports the epidemiology focus of the grant. The evaluation team is responsible for all data-related federal reporting.

2019-Present Evaluation Lead, Strength in Peers, Back on Track
Dr. Minugh is Datacorp's lead evaluator for the SAMHSA/CSAT-funded Peer Support project implemented in Harrisonburg, VA. Datacorp oversees process and outcomes, is responsible for monitoring recruitment, tracking demographics to ensure disparity impact targets are met, and analyzing outcomes. The evaluation team provides monthly feedback to the project staff to further ensure goals and objectives are met. The evaluation team provides technical assistance to project staff through training on data collection processes and entering and using SPARS. The evaluation team created an FAQ document on common SPARS mistakes with instruction on how to avoid them. The evaluation team is responsible for all data-related federal reporting.

2019-Present Evaluation Lead, SSTAR: Fuerza Latina
Dr. Minugh leads Datacorp's evaluation team for the SAMHSA/CSAT-funded Minority AIDS Initiative project. Datacorp oversees process and outcomes, is responsible for monitoring recruitment, follow-up and disparity impact targets to ensure historically underserved populations are provided services relative to their representation in the population and their respective needs for service. The evaluation team provides monthly feedback to the project on all enrollment targets, participants profiles, and outcomes. The evaluation team is responsible for all data-related federal reporting.

2018-2023 Steppingstone, Inc, Re-Entering Offenders Achieving Recovery (ROAR), Lead Evaluator
Steppingstone, Incorporated's Re-Entering Offenders Achieving Recovery (ROAR) is funded by SAMHSA's Center for Substance Abuse Treatment and serves adult offenders and ex-offenders with behavioral health issues who have been incarcerated in the Bristol County Massachusetts House of Corrections and who will be returning to the community. Datacorp is contracted to provide program evaluation services to facilitate improved outcomes for program participants. Services include process and outcome evaluation, recruitment monitoring, follow-up and disparity impact targets, and monthly program technical assistance for continuous quality improvement.

2021-2023 Project Director, SSTAR Evaluation "Project CCBHC2"

SSTAR's SAMHSA-funded CCBHC (Community Behavioral Health Clinic) project provides 24-hour crisis response for our patients. With an Ambulatory Behavioral Health Open Access Center and Opioid Triage Center, SSTAR has established almost immediate access to outpatient behavioral health services. This is SSTAR's second round of funding for this successful behavioral health care center. Datacorp oversees process and outcomes, is responsible for monitoring recruitment, follow-up and disparity impact targets, and provides monthly feedback to the project on enrollment and outcomes. The evaluation team trained the project staff on data collection processes and entering and using SPARS, the required federal reporting system. The evaluation team created an FAQ document specifically for this team based on common SPARS mistakes with instruction on how to avoid them. Other activities include but are not limited to oversight of database design and creation for continuous data entry and management, monitoring through a self-correcting approach, development and maintenance of project deliverables, which include updating data at regular intervals, e.g., Disparity Impact Statement, process data, outcome data, and reporting in SPARS.

2020-2023 Steppingstone, Inc. "Project FAHR2", Evaluation Lead

Steppingstone Incorporated's SAMHSA-funded Project FAHR (Focused Achievements in Housing and Recovery), to provide comprehensive services for homeless individuals/families with behavioral health issues. This grant unhoused families by providing housing, behavioral health (including psychiatric care) and wrap-around services to individuals and families in Fall River, MA. The project included ongoing service monitoring to assure that services were provided equitably and across disparate, underserved populations. The project included monthly data review meetings, filing of quarterly reports, preparation of the annual progress report and final closeout report.

2019-2023 BAY Team and East Bay Regional Prevention Coalition, Technical Support Services

After successfully working with the BAY Team for ten years as its Drug-Free Communities evaluator, Datacorp has been contracted to assist the Town of Barrington's BAY Team and its East BAY Regional Prevention Coalition to provide technical support and implement a variety of data-driven activities. These include but are not limited to conducting focus groups and key informant interviews, environmental scans, creating logic models, assisting with the development of strategic plan and subsequent community-level work plan, and evaluating the implementation of programs and activities led by the coalitions. These activities include programs, training, and environmental strategies across a broad spectrum of behavioral health components.

2018-2021 Rhode Island Department of Education, Team Nutrition Grant, Program Evaluation

Datacorp has been awarded a multi-year contract to conduct a statewide evaluation Rhode Island's Childcare Centers to assess the implementation of a program designed to increase consumption of fruits and vegetables among preschool-aged children, their parents, and teachers. Datacorp has developed a comprehensive process and outcome evaluation of this nutrition program.

2019-2020 Evaluation Lead, Newport Partnerships for Families, Chronic Early Absenteeism and Truancy Reduction Initiative (CEATRI)

Datacorp worked with the Newport Partnerships for Families and CEATRI Implementation Team to provide evaluation services. This project involved conducting a review of existing data, conducting focus groups and key informant interviews, developing and administering a key-stakeholder survey, and developing an evaluation plan to assess the effectiveness of various partnerships. In addition, as a result of this work Datacorp developed a resource grid of partners and connections in services for the Implementation Team to utilize and encourage sustainability for funded and non-funded programs.

2019-2023 Evaluation Lead, BAY Team and East Bay Regional Prevention Coalition, Technical Support Services

After successfully working with the BAY Team for ten years as its Drug-Free Communities evaluator, Datacorp has been contracted to assist the Town of Barrington's BAY Team and its East BAY Regional Prevention Coalition in its role as a PFS subrecipient to the State of Rhode Island. In this role Datacorp

provides technical support and implements a variety of data-driven activities. These include but are not limited to conducting focus groups and key informant interviews, environmental scans, creating logic models, KPI scorecards, scoring underage drinking policies, assisting with the development of strategic plan and subsequent community-level work plan, conducting material assessments for sustainability, and evaluating the implementation of coalition-led programs and activities. This includes programs, training, and environmental strategies across a broad spectrum of behavioral health components.

2018-2019 *Legal Aid of Wyoming, Statewide Needs Assessment of Economically Disadvantaged Civil/Legal Needs*

Datacorp has been awarded a contract to conduct a statewide needs assessment of Wyoming's economically disadvantaged population's civil needs. This project includes conducting focus groups and stakeholder interviews with judges, legal professionals, and services provider who service economically disadvantaged residents of the state of Wyoming. Other activities involve conducting a client survey, record extraction, social indicator data collection, environmental scan, and utilizing a mixed methods approach to facilitate integrated data analysis.

2018-2019 *Town of Bristol, Rhode Island, Bristol Health Equity Zone (BHEZ), Overdose Prevention and Evaluation Plan*

Datacorp has worked with the Bristol Health Equity Zone (BHEZ) to conduct its community-led needs assessment, strategic plan for opioid prevention, and its evaluation to monitor its performance on these efforts. This project involves conducting a review of existing data, conducting focus groups and key informant interviews, environmental scan, developing and administering a community survey, and developing an evaluation plan to assess the implementation of the BHEZ strategic plan. Datacorp works directly with the BHEZ coordinators and the subcommittee that is developing and implementing their plan.

2018 *Community Action Partnership of Kern, Kern County, California Head Start Community Needs Assessment.*

Datacorp completed a comprehensive Head Start needs assessment for Community Action Partnership of Kern, a large (8,163 mi²) county located in central California. The needs assessment was needed to make data-driven strategic childcare planning decisions, and to comply with Federal Head Start requirements. Data collected for this assessment included early childhood data (demographics, age, race/ethnicity/language, pregnant women, and location; economic data (county economic profile, poverty, housing, education, food and nutrition, general health, maternal and child health, transportation); and early childcare providers. The report presented findings in a logical and structured way with results organized by domain, with a narrative explaining the results for each indicator, followed by the data for the indicator. Data was presented in a clear, easy to follow format using colorful graphs, maps, and tables. A key findings section summarized the results and provided stakeholders with the main "takeaways" from the project.

2017-Present *City of Providence, Rhode Island, Healthy Communities Office, Mayor's Substance Abuse Prevention Council, Evaluation Support*

Datacorp worked with the Healthy Communities Office (HCO) to conduct its needs assessment and develop its comprehensive strategic plan. Datacorp was retained following this work to assist the HCO by evaluating the implementation of its strategic plan. Sample duties include working with regional and city coalition coordinators to ensure grant compliance, developing culturally appropriate evaluation questionnaires for evidence-based programs, evaluating evidence-based programs and assisting with state reporting requirements.

2017-2020 *Regional Needs Assessment, Strategic Planning, and Evaluation Support, City of Providence, Rhode Island; Blackstone Valley Prevention Coalition; Newport County Prevention Coalition, East Bay Coalition*

Datacorp worked with four Rhode Island Prevention Planning Regions comprising over 50% of the State to produce regional needs assessments that would support the develop comprehensive five-year strategic plans addressing substance abuse and mental health prevention programming activities. Datacorp convened and conducted more than 15 focus groups and 25 stakeholder interviews to support and describe the underlying issues surrounding data regarding the numerous needs in these communities. The strategic

plans included identification of evidence-based practices, detailed deployment timelines, strategic fit and feasibility, and evaluation components.

2017-2020 Project Director, Community Action of Laramie County

Datacorp conducted a comprehensive community needs assessment for Community Action of Laramie County (CALC) to determine estimates of the need for its services across four of its programs: Head Start, CrossRoads Health Clinic, Self Sufficiency, and its Kinship program. This needs assessment served as the basis for developing CALC's strategic plan, a project Datacorp also facilitated. The needs assessment provided CALC with data on preexisting community wide needs and resources, and emerging trends among economically needy residents. The study used preexisting quantitative data and qualitative data gathered from focus groups and key informant interviews to produce hard numbers as well as information on trends that may not be observable by simply looking at the data. CALC also hired Datacorp to conduct a Head Start specific needs assessment, a data assessment, the program's annual self-assessment, and it has retained Datacorp staff to lead risk assessment and time management trainings.

2017-2020 Lead Evaluator, Town of Tiverton, Drug Free Communities, Evaluation

Datacorp serves as the evaluator on the Drug Free Communities grant for the Tiverton Prevention Coalition. While conducting the process and outcome evaluation, Datacorp provides methodological support in the form of survey instrumentation, quantitative data collection, data management, analysis, and reporting. An internal evaluation of the coalition is conducted using monthly meeting feedback surveys and a biannual coalition survey. Datacorp also assists the coalition by mapping its effort in a user-friendly logic model.

2017-2021 Project Manager, Lead Evaluator, Central Falls Prevention Coalition: Drug-Free Communities, Evaluation

Datacorp served as the evaluator on the Drug Free Communities grant for the Central Falls Prevention Coalition. While conducting the process and outcome evaluation, Datacorp provided methodological support in the form of survey instrumentation, quantitative and qualitative data collection, data management, analysis, and reporting. An internal evaluation of the coalition was also conducted using monthly meeting feedback surveys and an annual coalition survey. In addition, Datacorp provided ongoing technical assistance to the coalition in order to bridge evaluation results with strategic planning efforts.

2012-2015 Principal Investigator, National Institutes of Health's National Center for Advancing Translational Sciences, Fast Track Phase I and II Small Business Innovation Research Grant: Expediting the Production of High Value, Standardized and Transparent Data

Datacorp was awarded a Fast Track Phase I and II Small Business Innovation Research (SBIR) grant from the National Institutes of Health's National Center for Advancing Translational Sciences to develop and build the Data Expediter™ Data Set Generator software application, which offers health, social, and education researchers a practical, cost-effective solution for managing, rapidly processing and documenting study data. During Phase I, a working prototype, and functional specifications was developed and tested. A focus group was conducted to assess the acceptance of the prototype. Following Phase I feasibility, Phase II was awarded, and builds to commercialize the product and develop educational and support materials.

2010-2018 Project Director, Lead Evaluator, Barrington Adult/Youth Team: Drug-Free Communities, Evaluation

Datacorp served as the evaluator on the Drug Free Communities grant for the Barrington Adult Youth (BAY) Team, which is the City of Barrington's Substance Abuse Prevention Task Force. While conducting the process and outcome evaluation, Datacorp provided methodological support in the form of survey instrumentation, quantitative and qualitative data collection, data management, analysis, and reporting. An internal evaluation of the task force was also conducted using monthly meeting feedback surveys and an annual coalition survey. In addition, Datacorp provided annual trainings and technical assistance to the coalition in order to bridge evaluation results with strategic planning efforts. This community won the CADCA Got Outcomes! Coalition of Excellence award in 2014.

2013-2015 Project Director, Laramie County DUI Court Evaluation

Datacorp serves as the evaluator for the Laramie County DUI Court Evaluation being conducted in Cheyenne, WY. A mixed methods approach is being utilized to assess the DUI Court. Stakeholder

interviews with DUI Court Team Members will be conducted along with a participant survey. Both qualitative and quantitative analyses will be performed and discussed in an evaluation report.

2013-2014 Lead Evaluator, Central Falls Prevention Coalition: Drug Free Communities Mentoring Evaluation/ Strategic Planning Consultant

Datacorp served as the evaluator of the Central Falls Prevention Coalition (CFPC) for the City of Providence's Drug Free Communities Mentoring grant. Datacorp supported strategic planning efforts, including the development of bylaws and financial, member, and staff oversight strategies. Datacorp assisted the mentee coalition to strengthen organizational structure and to increase leadership and community readiness. As part of this work, Datacorp conducted focus groups targeting community readiness and community challenges, helped the mentee coalition in working through a strategic planning process, and assisted the mentee coalition in preparing baseline core measure data on youth substance use according to the National Outcome Measures (NOMs). Datacorp provided ongoing technical assistance and training including an introduction to the Strategic Prevention Framework.

2012-2013 Co-Investigator, National Institutes of Health's National Heart, Blood, and Lung Institute/National Institute of Health Phase I: A Smartphone Application for Asthma Self-Management and Telemonitoring

Datacorp was awarded a Phase I Small Business Innovation Research (SBIR) grant from the National Institutes of Health's National Heart, Blood, and Lung Institute (NHLBI) to develop, and pilot test a prototype remote patient monitoring and physician alerting system for the identification of at-risk asthma patients using NHLBI National Asthma Education and Prevention Program Expert Panel Report 3 (NAEPP EPR3) guideline-driven interpretation criteria. During Phase I, an Asthma Patient Telemonitoring System (APTSTM) was prototyped as a mobile web application. APTS was designed to monitor patient status through brief daily and weekly surveys and to send "red flag" alerts to the clinic via text message when scores indicated worsening asthma. Administrative feasibility was pilot-tested with a group of asthmatics (N=20) seen in a specialty clinic and feedback on the prototype was solicited to inform future development and report designs.

2010-2015 Project Manager, Lead Evaluator, Providence Mayor's Substance Abuse and Prevention Council: Drug Free Communities Grant, Evaluation

Datacorp served as the evaluator on the Drug Free Communities grant for the City of Providence's Mayor's Substance Abuse and Prevention Council. While conducting the process and outcome evaluation, Datacorp provided methodological support in the form of survey instrumentation, quantitative and qualitative data collection, data management, analysis, and reporting. In addition, Datacorp provided ongoing technical assistance to the coalition in order to bridge evaluation results with strategic planning efforts.

2010-2014 Project Manager, Lead Evaluator, Mercer Family Resource Center and Natrona County Prevention Coalition: Drug Free Communities Grant, Evaluation

Datacorp served as the evaluator on the Drug Free Communities grant for the Mercer Family Resource Center and the Natrona County Prevention Coalition. While conducting the process and outcome evaluation, Datacorp provided methodological support in the form of survey instrumentation, quantitative and qualitative data collection, data management, analysis, and reporting. An internal evaluation of the coalition was also conducted using monthly meeting feedback surveys and an annual coalition survey. In addition, Datacorp provided technical assistance in order to bridge evaluation results with strategic planning efforts.

2007-2012 Project Director, Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Prevention: Data Analysis Coordination and Consolidation Center

Datacorp was responsible for managing all data associated with the DACCC, collected by a total of 472 grantees and contractors. Datacorp received, prepared, cleaned, and consolidated data for quantitative and qualitative analyses; conducted requested analyses (including ad hoc requests); produced technical reports describing our data management services and visualizing our analytic results; and worked directly with a variety of project stakeholders throughout the process, including results dissemination. Datacorp developed innovative tools such as data cleaning sheets and data quality dashboards to assist project officers, grantees and contractors in identifying areas where they can improve data collection and quality and reduce the number of cases dropped due to poor quality. We monitored the number and types of data

errors made over time and demonstrated how the use of cleaning sheets and data dashboards resulted in a steady improvement in CSAP's data for five years, earning our work an HHSInnovates nomination from SAMHSA. The impact of data cleaning is significant. We demonstrated through a statistical project and resulting special report how SAMHSA policy-makers could arrive at different conclusions depending on whether they were using findings based on the analysis of cleaned or uncleaned data.

Datacorp staff presented regularly at grantee meetings and scientific conferences and gave numerous presentations to SAMHSA. Datacorp conducted annual trainings to CSAP Project Officers and their grantees on data management and cleaning sheets (data quality reports). The training was presented in person to Project Officers and via webinar to grantees. Datacorp also presented regularly to the DACCC's Executive Steering Committee. Other presentations included scientific papers at the Society for Prevention Research and the American Evaluation Association, a presentation at the National Prevention Network's 23rd Annual Research Conference, and a three-hour workshop at the American Evaluation Association annual conference, among others.

2010-2011 Project Director, State of Wyoming: Multi-Method Substance Abuse Needs Assessment

Datacorp served as the evaluator on a statewide comprehensive needs assessment for the Wyoming Department of Health, Mental Health and Substance Abuse Services Division. Datacorp designed and conducted a statewide needs assessment to determine community-level prevention needs. This needs assessment utilized a multi-method approach, which included county-level social indicators, interviews and focus groups, and web-based public opinion survey. Additionally, Datacorp developed a data dashboard that made the indicators available to the State and communities in Wyoming.

2010 Project Director, Vantage Point, Inc: Domestic Violence Intervention

Datacorp served as the contractor on the Domestic Violence Intervention Program for Vantage Point, Inc. Datacorp developed customized data entry screens, trained Vantage Point staff how to edit and enter data, validated the instruments, analyzed program outcomes, and provided analytic work to support papers, presentations, and proposals.

2008-2009 Project Director, Fort Hall Methamphetamine Assessment Project

Datacorp was contracted to conduct a needs assessment for the Fort Hall Tribal Health Department. This needs assessment of the Fort Hall Indian Reservation in Idaho evolved from determining community-level prevention needs for methamphetamine to prevention needs for all substances. Data was collected through 24 focus group sessions, a community and school-wide survey of junior high and high school students, and external agencies. Both quantitative and qualitative analyses were performed and the findings were included in a final report and presented to the Tribal Council and the community of Fort Hall. In addition, Datacorp provided annual trainings and technical assistance to the coalition in order to bridge evaluation results with strategic planning efforts.

2007-2008 Principal Investigator, National Institutes of Health's National Institute on Drug Abuse, Small Business Innovation Research Phase I Data Documentation Database: An Essential Research Tool

Datacorp was awarded a Small Business Innovation Research (SBIR) Phase I grant project to develop the Data Documentation Database (D3): An Essential Research Tool. This project tested a prototype that documents datasets as they emerge and change. The product is intended for use in social science, public health, behavioral health, epidemiological, education, and/or health services research. This project confirmed key product features through qualitative interviews and focus groups; identified optional features and supplementary materials and services for product support; and pilot tested the D3 prototype.

2007 Project Director, City of Central Falls, State Incentive Grant Evaluation

Datacorp served as the evaluator on a State Incentive Grant Subrecipient's program for the City of Central Falls, Rhode Island. This evaluation included data collection, data cleaning, and data analysis. In addition, the evaluation team coordinated with other local evaluators in the state to develop methods for measuring environmental strategies.

2005-2007 Project Director, State of Kansas: Substance Abuse Treatment Needs Assessment

Datacorp served as a contractor on a substance abuse needs assessment for the State of Kansas. Datacorp designed and conducted a statewide, comprehensive needs assessment to determine the need

for substance abuse treatment services. This extensive assessment included a synthetic estimates study, a social indicators study, a gap analysis, a qualitative study of stakeholder needs, and a forecasting study. In addition, Datacorp worked with substance abuse treatment and prevention providers to understand data for their county and region, and developed training guidelines for helping providers make data-driven service planning decisions.

2004-2006 Project Director, Wyoming Department of Health, Substance Abuse Division, Children of Incarcerated Parents Study

Datacorp served as the contractor on the Children of Incarcerated Parents project for the State of Wyoming. Datacorp designed and conducted a needs assessment of children of incarcerated parents. The study team developed the overall work plan and study methods (e.g. data collection methods, questionnaire development, project schedule). The study coordinated and reviewed protocols for the Institutional Review Board and Department of Corrections. Datacorp provided recommendations to the State of Wyoming in implementation of appropriate intervention programs.

2004-2005 Central Falls, Rhode Island, Juvenile Mentoring Program (JUMP)

The city of Central Falls received a grant from the National Office of Juvenile Justice and Delinquency Prevention for the Juvenile Mentoring Program (JUMP). The goals of JUMP were to provide a high-quality mentoring program to seventy-five youth that would increase protective factors of youth who were at risk for teen pregnancy, juvenile delinquency, dropping out of school, and substance abuse. JUMP targeted these risk factors through mentoring with an emphasis on providing academic support, exposure to careers and workplace realities, and exposure to new recreational activities. Datacorp worked with Channel One-Central Falls in conducting process and outcome evaluations of this program to address issues related to program demographics, program attendance, and program implementation.

2003-2005 Project Director, State of Wyoming: Social Indicator Study and Gap Analysis

Datacorp served as the contractor for the State of Wyoming to conduct a social indicator study of substance abuse treatment needs and a corresponding gap analysis. The indicator study relied on arrest, morbidity, mortality, and public health data that are directly related to substance abuse treatment needs. From these data, an alcohol index and a drug index of treatment need was calculated. The indices were then mapped onto Wyoming's counties to show the substate distribution of treatment needs. The second part of this study consisted of a gap analysis. Data from the National Household Survey on Drug Use and Health and the U.S. Census were used to create county-level estimates of treatment need, which were used with unduplicated treatment admissions data to calculate the substance abuse treatment gap for adolescents and adults.

2004 Project Director, State of Wyoming: Prevention Needs Assessment Statewide Youth Survey

Datacorp served as the contractor on the Prevention Needs Assessment Statewide Youth Survey for the State of Wyoming. For this project, Datacorp coordinated and administered a census of approximately 25,000 students. The survey measured student incidence and prevalence of alcohol, tobacco and other drugs (ATOD), risk and protective factors related to ATOD use, and other measures of delinquency and school environment. Additionally, Datacorp produced district reports, county reports, research reports, a comprehensive report, and a statewide research brief. Findings were presented to a state advisory council and large gathering of community representatives.

2003 Project Director, State of Wyoming: Cost Analysis

Datacorp served as the contractor for the State of Wyoming to a study of substance abuse treatment financing. The study contained two components. The first component considered the costs of providing substance abuse treatment in Wyoming with respect to national averages and the local cost of living. This information allowed the Division to determine whether current costs reflect an effective use of resources and to anticipate the cost of expanding services in the future. The second component examined how these costs can be financed. Datacorp explored alternative sources of federal, state, and private funding and researched how the Division can leverage this funding both to offset the cost of current services and to fund new programs. The emphasis was on financing the goals described in the State's strategic plan, but other ideas for new services were also explored.

1999-2003 Project Director, State of Alabama: Substance Abuse Prevention Needs Assessment
Datacorp served as the contractor for a statewide needs assessment for the State of Alabama. Datacorp developed a comprehensive, statewide substance abuse prevention needs assessment system that assisted the state, regions, and local communities in substance abuse prevention planning and resource allocation. This project included a survey of over 95,000 students, a social indicator study, and a community resource assessment. Datacorp created a scannable survey for adolescents, an Alabama county social indicators data and map book, and web-based survey for all of Alabama's state funded prevention providers. In addition, Datacorp developed methods for measuring gaps in prevention and served, and provided a technical final report.

2004-2010 Project Director, The Music School of the Rhode Island Philharmonic Orchestra: Drug-Free Communities Support Program Grant Evaluation

Datacorp served as the evaluator on the Drug-Free Communities Support Program Grant for the Music School of the Rhode Island Philharmonic Orchestra, in collaboration with the Pawtucket Substance Prevention Taskforce. This art program targeted key risk and protective factors for high-risk youth in subsidized housing. Datacorp worked closely with The Music School to evaluate the consensus-building process, assess the implementation of the initiative, and analyze outcome and impact indicators of success with the initiative.

2003-2010 Project Director, East Providence, Rhode Island: Project DICE, Evaluation

Datacorp served as the evaluator on the Project DICE program for the City of East Providence, Rhode Island. Datacorp conducted a process and outcome evaluation for a community drug intervention program targeting elementary through high school students in this multi-cultural community. Datacorp designed the data collection instrument that was implemented at baseline, six months, and twelve months. Data were used to support Project DICE's efficacy as a CSAP promising program.

2001-2002 Project Director, State of Wyoming: Treatment Improvement Project, Phase I and II

Datacorp served as the contractor Substance Abuse Treatment Improvement Study for the State of Wyoming. This study combined qualitative and quantitative methodologies to create a report on the State's treatment system and treatment needs that was submitted to the Wyoming legislature. Based on that report, the legislature funded six Comprehensive Substance Abuse Treatment Centers, to be created by expanding on six providers located across the State. Datacorp served as the principal consultant to those providers, providing technical assistance, helping them generate strategic plans, use information and best practices to their advantage, and ultimately become models for the successful integration of all types of treatment services. During the implementation phase, technical assistance focused on the successful delivery of science-based substance abuse treatment programs.

2000-2002 Project Director, Community Counseling of Bristol County, City of Taunton, MassCALL State Incentive Grant, Evaluation

Datacorp served as the subcontractor on the Project Northland Grant for the Greater Taunton, Massachusetts Health and Human Services Coalition. Datacorp was contracted to provide process and outcome evaluations for this project. The process evaluation focused on capacity building and cooperation within the community. The process evaluation also addressed issues related to program implementation such as cultural appropriateness, barriers to implementation, and lessons learned. In addition, Datacorp participated in a quarterly gathering of all communities funded by the MASSCALL program to share experiences and exchange ideas. The outcome evaluation employed a pre- and post-test design with a control group. The design allowed Datacorp to determine the program's effectiveness in addressing salient risk and protective factors targeted by Project Northland.

1999-2001 Project Director, Rhode Island Urban Coalition: Project FORCE

Datacorp served as the process and outcome evaluator for Project FORCE for the Rhode Island Urban Coalition, comprised of the cities of Central Falls, East Providence, Providence, Pawtucket, Warwick, and Woonsocket. Datacorp conducted focus groups, developed meeting evaluation surveys and decision-making instruments to support consensus-building. Outcome data was collected from families participating in family strengthening interventions in each community.

1999-2000 Project Director, Commonwealth of Virginia: Substance Abuse Treatment Needs Assessment, Social Indicator Study

Datacorp served as the contractor on a substance abuse treatment needs assessment social indicators study for the Commonwealth of Virginia. Datacorp in collaboration with BOTEC Analysis Corporation compiled, cleaned, and analyzed alcohol and drug indicators to predict treatment needs on a statewide and substate basis. The team developed an ongoing surveillance system for use by the state to monitor treatment needs and allocate treatment resources.

1999-2000 Project Director, Caritas House, Inc.

Under contract with Caritas House, Inc., Datacorp developed a permanent client outcome database system. Datacorp selected and designed an electronic intake assessment and evaluation questionnaire that served as a benchmark for monitoring client outcomes. The intake assessment questionnaire gathered extensive data on 10 life domains related to healthy functioning that should improve following a client's treatment episode. In addition to measuring life areas, the questionnaire gathered patient placement information according to the American Society of Addiction Medicine's patient placement criteria, and it gathered federally approved treatment outcome data (GPRA).

1999 Project Director, Woonsocket Housing Authority

Datacorp served as the contractor for the Woonsocket Housing Authority. For this project, Datacorp created a relational database, including data entry and retrieval screens. The database is used by Housing Authority staff to track information about housing residents, including demographics, program participation, and needs assessment. Datacorp was also responsible for developing the instruments used by Housing Authority staff when collecting resident data (through face-to-face interviews). Datacorp staff also provided training and technical assistance to database users.

1998-1999 Project Director, Rhode Island Substance Abuse Prevention Task Force Association: Communities United for Prevention Coalition Grant

Datacorp served as a technical assistance contractor for the Communities United for Prevention Coalition Grant for the Rhode Island Substance Abuse Prevention Task Force Association. Datacorp provided technical assistance and training to coalition members, developed a tracking system for technical assistance efforts, provided monthly technical assistance reports to the coalition board, supervised junior staff, and developed content and format for bimonthly regional forums.

1993-1998 Co-Investigator, Brown University: National Institute of Alcohol Abuse and Alcoholism-funded Clinical Trial

Datacorp served as the contractor for Brown University for a National Institute on Alcohol Addiction and Abuse clinical trial testing the effectiveness of a brief intervention with subcritically injured emergency department patients. Datacorp staff worked to back-up and verify the accuracy of data entry, to create and maintain data files on the server used by senior investigators, and to develop and maintain a comprehensive, electronic documentation system for new analytic files. In addition, Datacorp staff conducted high-level statistical analyses, which have been used in numerous scholarly publications, and have been used as the basis for securing additional federal funding.

ACADEMIC APPOINTMENTS

- 2011-2017** Assistant Professor (Clinical) Brown University, Department of Behavioral Health and Sciences
- 1995-2017** Assistant Professor (Clinical) Brown University, Departments of Psychiatry followed by Department of Community Health, Alpert School of Medicine
- 1995-1998** Lecturer, Harvard University, Scientist II, National Technical Center
- 1993-2008** Adjunct Assistant Professor (Research) Brown University, Department of Psychiatry and Human Behavior
- 1995-1996** Assistant Professor, Wheaton College
- 1991-1994** Instructor, University of Rhode Island

MEMBERSHIPS IN SOCIETIES AND BOARD APPOINTMENTS

- 2022-2023** Mountain Pacific Quality Health Foundation, Board Chair/President
- 2020-2021** Mountain Pacific Quality Health Foundation, Board Secretary/Vice-President
- 2017-2019** Mountain Pacific Quality Health Foundation Executive Committee

2015-2023 Mountain Pacific Quality Health Foundation Board Appointment
 2011-2013 American Society for Quality: Software, Measurement Quality, and Quality Management Divisions
 2004-Present American Evaluation Association
 2003-Present Community Anti-Drug Coalitions of America
 2001-Present Datacorp Data Governance Board, Chair
 2000-Present Society for Prevention Research
 1999-2015 Research Society on Alcoholism
 2005-2012 Wyoming Governor's Board on Substance Abuse and Violent Crime

ORIGINAL PUBLICATIONS IN PEER-REVIEWED JOURNALS

1. Minugh, P. A., Lomuto, N., & Janke, S. (2010). Projecting adolescent prevention and treatment need: A novel application utilizing the communities that care data in the state of Kansas. *Journal of Drug Issues*, 40(3), 627-652.
2. Stein, L.A.R. Minugh, P. A., Longabaugh, R., Wirtz, P., Baird, J., Nirenberg, T.D., Woolard, R.F., Carty, K., Lee, C., Mello, M., Becker, B., & Gogineni, A. (2009). Readiness to change as a mediator of the effect of a brief Motivational Intervention on post-treatment alcohol related consequences of injured Emergency Department hazardous drinkers. *Psychology of Addictive Behaviors*.
3. Minugh, P. A., Janke, S. L., Lomuto, N. L., Galloway, D. K. (2007). Adolescent substance abuse treatment resource allocation in rural and frontier conditions: The impact of including organizational readiness to change. *Journal of Rural Health*, 23, Supplemental Issue, 84-88.
4. Baird, J., Longabaugh, R., Lee, C. S., Nirenberg, T. D., Woolard, R., Mell, M. J., Becker, B., Carty, K., Minugh, P. A., Stein, L., Clifford, P. R., Gogineni, A. (2007). Treatment completion in a brief motivational intervention in the emergency department: The effect of multiple interventions and therapists' behavior. *Alcoholism: Clinical and Experimental Research*, 31(83), 71S-78S.
5. Skarbek-Borowska, S., Becker, B. M., Lovgren, K., Bates, A., Minugh, P.A., (2006). Brief focal ultrasound with topical anesthetic decreases the pain of intravenous placement in children. *Pediatric Emergency Care*, 22(5), 339-345.
6. Lo, C. C., Anderson, A. S., Minugh, P. A., Lomuto, N. L. (2006). Protecting Alabama student from alcohol and drugs: A multilevel modeling approach. *Journal of Drug Issues*, 36(3), 687-718.
7. Mello, M. J., Nirenberg, T. D., Longabaugh, R., Woolard, R., Minugh, A., Becker, B., Baird, J., Stein, L. (2005). Emergency department brief motivational interventions for alcohol with motor vehicle crash patients. *Annals of Emergency Medicine*, 45(6), 620-626.
8. Kenna, G. A., Longabaugh, R., Gogineni, A., Woolard, R. H., Nirenberg, T. D., Becker, B., Minugh, P. A., Carty, K., Clifford, P. R., Karolczuk, K. (2005). Can the Short Index of Problems (SIP) be improved? Validity and reliability of the three-month SIP in an emergency department sample. *Journal of Studies on Alcohol*, 66(3), 433-437.
9. Becker, B. M., Helfrich, S., Baker, E., Lovgren, K., Minugh, P. A., Machan, J. T. (2005). Ultrasound with topical anesthetic rapidly decreases pain of intravenous cannulation. *Academic Emergency Medicine*, 12(4), 289-295.
10. Woolard, R. H., Carty, K., Wirtz, P., Longabaugh, R., Nirenberg, T. D., Minugh, P. A., Becker, B., & Clifford, P. R. (2004). Research fundamentals: Follow-up of subjects in clinical trials: Addressing subject attrition. *Academic Emergency Medicine*, 11(8), 859-866.
11. Gogineni, A., Longabaugh, R., Clifford, P. R., Woolard, R., Becker, B., Minugh P. A., Nirenberg, T., & Carty, K. (2004). Alcohol-related expectancies and assaults among injured drinkers in the emergency department setting. *Substance Abuse*, 25(2), 5-14.
12. Woolard, R., Nirenberg, T. D., Becker, B., Longabaugh, R., Minugh, P. A., Gogineni, A., Carty, K., Clifford, P. R. (2003). Marijuana use and prior injury among injured problem drinkers. *Academic Emergency Medicine*, 10(1), 43-51.
13. Longabaugh, R., Woolard, R. F., Nirenberg, T. D., Minugh, P. A., Becker, B., Clifford, P. R., Carty, K., Sparadeo, F., & Gogineni, A. (2001). Evaluating the effects of a brief motivational intervention for injured drinkers in the emergency department. *Journal of Studies on Alcohol*, 62(6), 806-816.
14. Ramsey, S. E., Gogineni, A., Nirenberg, T. D., Sparadeo, F., Clifford, P. R., Woolard, R., Becker, B. M., & Minugh, P. A. (2000). Alcohol expectancies as a mediator of the relationship between injury and readiness to change drinking behavior. *Psychology of Addictive Behaviors*, 14(2), 185-191.

15. Minugh, P.A., Gogineini, A., Clifford, P.R., Longabaugh, R., Sparadeo, F.R., Nirenberg, T., Carty, K.A., Woodlard, B.M., & Becker, B. (1999). Immediate impact of an alcohol-related injury on adult's readiness to change drinking among subcritically injured patients in a hospital emergency department. *Alcoholism: Clinical and Experimental Research*, 23(5), 84A.
16. Minugh, P. A., Rice, C., Young, L. (1998). Gender, health beliefs, health behaviors, and alcohol consumption. *Journal of Drug and Alcohol Abuse*, 24(3), 483-497.
17. Minugh, P. A., Nirenberg, T. D., Clifford, P., Longabaugh, R., Becker, B., & Woolard, R. (1997). Analysis of alcohol use clusters among subcritically injured emergency department patients. *Academic Emergency Medicine*, 3, 239-245.
18. Clifford, P. R., Sparadeo, F., Minugh, P. A., Nirenberg, T. D., Woolard, R., Longabaugh, R., & Becker, B. (1996). Identification of hazardous/harmful drinking among subcritically injured patients. *Academic Emergency Medicine*, 3, 239-245.
19. Longabaugh, R., Minugh, P. A., Nirenberg, T. D., Clifford, P. R., Becker, B., & Woolard, R. (1995). Injury as a motivator to reduce drinking. *Academic Emergency Medicine*, 2(9), 817-825.
20. Becker, B. M., Woolard, R. H., Nirenberg, T. D., Minugh, P. A., Longabaugh, R., & Clifford, P. R. (1995). Alcohol use among subcritically injured emergency department patients. *Academic Emergency Medicine*, 2(9), 784-790.
21. Minugh, P. A., & Harlow, L. L. (1994). Substance use clusters in college students: A multitheoretical approach. *Journal of Substance Abuse*, 6, 45-66.

OTHER NON-PEER REVIEWED PUBLICATIONS

1. Minugh, P. A. Letter to the editor on methamphetamine issue [Letter to the editor]. *Casper Star Tribune*. Submitted for publication May 17, 2006.
2. Embry, D., Lopez, D., & Minugh, P. A. (2005). Stop the methamphetamine epidemic. *AzMedicine*, 16(4), 30-36.
3. Minugh, P. A., Cotter, F., & Jackson, J. (1999). Quality services for adolescents with substance abuse prevention and treatment needs: A brief review. *TIE Communique*, 17-22.
4. Minugh, P. A. (1996). State substance abuse treatment needs assessment: Baseline evaluation. *Needs Assessment Alert*, 2(1), 1-3.

SELECTED REPORTS

1. Minugh, P. A., Pauley, E., & Mulvey, K. (2024). *Steppingstone, Inc. focused Achievement in Housing and Recovery (Project FAIHR2): Final Closeout Report*. Prepared for Substance Abuse and Mental Health Services Administration.
2. Minugh, P. A., Pauley, E., & Mulvey, K. (2023). *Steppingstone, Inc. focused Achievement in Housing and Recovery (Project FAIHR2): Annual Progress Report*. Prepared for Substance Abuse and Mental Health Services Administration.
3. Minugh, P. A. & Pauley, E. (2023). *Stanley Street Treatment and Resources Fuerza Latina Project Annual Evaluation Report*. Prepared for Substance Abuse and Mental Health Services Administration.
4. Minugh, P. A. & Pauley, E. (2023). *SSTAR Community Mental Health Centers (CMHC) Annual Evaluation Report*. Prepared for Substance Abuse and Mental Health Services Administration.
5. Minugh, P. A. & Pauley, E. (2023). *SSTAR Certified Community Behavioral Health Clinic: Expansion Grant Progress Report*. Prepared for Substance Abuse and Mental Health Services Administration.
6. Minugh, P. A. & Pauley, E. (2023). *Strength In Peers Back on Track Program: Annual Evaluation Report*. Prepared for Substance Abuse and Mental Health Services Administration.
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PUBLICATIONS SUBMITTED OR IN PREPARATION

1. Minugh, P. A., Janke, S. L., Turner-Bowker, D. M., Lomuto, N., & Saris-Baglana, R. N. *Improving Data Quality: Development and Testing of a Data Management Documentation Tool*. Manuscript in preparation.
2. Minugh, P. A., Janke, S. L., Isvan, N., Lomuto, N., & Saris-Baglana, R. N. *Salvaging records, safeguarding results: Why data cleaning matters*. Manuscript submitted for publication.
3. Pauley, E., Minugh, P.A., Mulvey, K., & Gilbert, T. (In Progress). An adaptation and evaluation of *Family Matters* curriculum with Swahili- and Arabic-speaking refugee populations.
4. Carty, K., Minugh, P.A., Pauley, E., & Mulvey, K. (In Progress). Adverse childhood events and target program achievements as a function of specified program component use in an incarcerated sample.

ABSTRACTS

1. Minugh, P. A., & Janke, S. L. (2005). Using organizational change data, synthetic treatment need estimates, and arrest data to prioritize resource allocation [Abstract]. *Alcoholism: Clinical and Experimental Research* 29(5), 171A.
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INVITED PRESENTATIONS

1. Pauley, E., Minugh, P.A., Mulvey, K., Moise-Sears, L., & Gilbert, T. (2023, May). An adaptation and evaluation of *Family Matters* curriculum with Swahili- and Arabic-speaking refugee populations. Paper presented at the 2023 Society for Prevention Research Annual Meeting, Washington, D.C.
2. Minugh, P. A. (2012, May 16). State Level Assessments, Graphic Displays, and Mixed Methods. Invited presentation at the Eighth International Congress of Qualitative Inquiry: Mixed Methods Day, University of Illinois at Urbana-Champaign.
3. Minugh, P. A., Janke, S. L., Lomuto, N. A., & Kang, H. (2011, June). The Wyoming Substance Abuse Community Prevention Initiative: A Methodological Assessment of the Value-Added in Conducting an Integrated Mixed Method Analysis of Community Prevention Needs Assessment Data. Paper presented at the 7th Mixed Methods International Conference, University of Leeds.
4. Minugh, P. A., Janke, S. L. (2011, April). Data Visualization in Mixed Methods Research: The Wyoming Prevention Needs Assessment Study. Paper presented at the University of Nebraska, Lincoln.
5. Minugh, P. A., Janke, S. L. (2010, December). Using Mixed Methods in Health Services Research: An application of a statewide policy study on substance abuse prevention need. Paper presented at Brown University.
6. Minugh, P. A., Janke, S. L., & Lomuto, N. L. (2010, November). Data Preparation and Troubleshooting Workshop. Workshop presented at Evaluation 2010, San Antonio, TX.
7. Minugh, P. A., Janke, S. J., Lomuto, N. L., & Isvan, N. (2010, June). Projecting the Number of Substance Dependent Individuals and Costs to Society of Substance Abuse. Presented at the Society for Prevention Research 18th Annual Meeting, Denver, CO.
8. Minugh, P. A., Janke, S. J., Waldeck, M., & Devaney, N. (2010, February). Innovative evaluation methods designed to impact sustainability and advocacy among coalitions with limited resources. Presented at the annual meeting of the Community Anti-Drug Coalitions of America, National Harbor, MD.
9. Minugh, P.A., Lomuto, N.A., & Janke, S. L. (2009, November). Data quality assessment and data management practices: An example from the Center of Substance Abuse Prevention's program evaluation data. Presented at the annual meeting of the American Evaluation Association, Orlando, FL.
10. Minugh, P. A., Galloway, D. K., Janke, S. J., Yang, E. (February, 2008). What makes coalitions effective?: Results from the coalition policy synthesis project. Workshop delivered at the Annual Meeting of the Community Anti-Drug Coalition Annual Conference, Washington DC.
11. Minugh, P. A., Galloway, D. K., Janke, S. J., Yang, E. (September, 2007). What makes coalitions effective?: Results from the coalition policy synthesis project. Paper presented at the Annual Meeting of the National Prevention Network, Portland, Oregon.

12. **Minugh, P. A., & Janke, S. J. (2007, February).** Designing a community MAP: A workshop on strategies for conducting a community methamphetamine assessment. Workshop presented at the 2nd National Conference on Methamphetamine, HIV and Hepatitis: Science & Response, Salt Lake City, UT.
13. **Minugh, P. A., & Lomuto, N. A. (2006, May).** Epidemiological sense making of risk and protective factor data. Paper presented at the Annual Meeting of the Society for Prevention Research, San Antonio, TX.
14. **Lomuto, N. A., Minugh, P. A., & Breeden, K. R. (2006, May).** Risk, protection, and gender. Poster session presented at the Annual Meeting of the Society for Prevention Research, San Antonio, TX
15. **Minugh, P. A., Lomuto, N. A., Breeden, K. R., & Galloway, D. K. (2005, June).** Development of a substance abuse program severity index for determining treatment need in rural and frontier conditions. Poster session presented at the 28th Annual Scientific Meeting of the Research Society on Alcoholism, Santa Barbara, CA.
16. **Minugh, P. A., & Janke, S. (2005, June).** Using organizational change data, synthetic treatment need estimates, and arrest data to prioritize resources for adolescents. Poster session presented at the 28th Annual Scientific Meeting of the Research Society on Alcoholism, Santa Barbara, CA.
17. **Breeden, K. B., Lomuto, N., & Minugh, P. A. (2005, May).** Identifying optimal risk and protective factors to predict adolescent substance use. Poster session presented at the 13th Annual Meeting of the Society for Prevention Research, Washington, D.C.
18. **Kellerman, B. A., Lomuto, N. A., Machan, J. T., & Minugh, P. A. (2003, March).** Alcohol avoidance algorithm for adolescents: Matching prevention services with risk and protective factor needs. Poster session presented at the 13th Alcohol Policy Conference, Boston, MA.
19. **Minugh, P. A., Longabaugh, R., Clifford, P. R., Gogineni, A., Carty, K., Becker, B. M., Nirenberg, T. D., Woolard, R. W., & Woolard, B. (1998, May).** Assault versus non-assault injuries and alcohol use in emergency department presentations. Poster session presented at the Society for Academic Emergency Medicine Annual Meeting, Chicago, IL.
20. **Minugh, P. A., Longabaugh, R., Clifford, P. R., Gogineni, A., Carty, K., Becker, B. M., Nirenberg, T. D., Woolard, R. W., & Woolard, B. (1998, May).** Alcohol use and readiness to change among injured emergency department patients. Poster session presented at the Society for Academic Emergency Medicine Annual Meeting, Chicago, IL.
21. **Minugh, P. A. (1998, May).** Development of an adolescent substance abuse treatment needs assessment telephone survey. Presentation at the Center for Substance Abuse Treatment State Workshop on Needs Assessment and Resource Allocation, Rockville, MD.
22. **McAuliffe, W. E., Minugh, P. A., LaBrie, R. & Geller, S. (1997, June).** Estimating need for treatment. Presented at the National Institute on Drug Abuse's Association for Health Services Research, Pre-Conference Symposium, Access and Utilization of Drug Abuse Services, Chicago, IL.
23. **Minugh, P. A. (1996, May).** State treatment needs assessment program: Baseline and outcome evaluations. Presentation at the National Technical Center for Substance Abuse Treatment Needs Assessment Annual Steering Committee Meeting, Washington, D. C.
24. **Minugh, P. A. (1996, May).** Adolescent treatment needs assessment studies. Presentation at the National Technical Center for Substance Abuse Treatment Needs Assessment Annual Steering Committee Meeting, Washington, D. C.
25. **Minugh, P. A. (1996, April).** Assessing the treatment needs of adolescents. Presentation at the Center for Substance Abuse Treatment New States Workshop, Washington, D, C.
26. **Minugh, P. A. (1995).** Gender, alcohol, stigma and brief intervention. Invited Lecturer. National Technical Center for Substance Abuse Needs Assessment, Harvard Medical School, Department of Psychiatry.
27. **Minugh, P. A. (1995).** Drinking patterns among subcritically injured emergency department patients seminar. Seminar. Brown University School of Medicine.
28. **Minugh, P. A. (1995, November).** Adolescent needs assessment: Treatment planning issues, telephone surveys, dropout studies, and school surveys. Presentation at the Center for Substance Abuse Treatment Annual Workshop, Needs Assessment in a Changing Health Care Environment, Washington, D.C.
29. **Minugh, P. A., Longabaugh, R., Clifford, P. R., Nirenberg, T. D., Woolard, R., & Becker, B. (1994, June).** Readiness to change alcohol consumption among alcohol positive subcritically injured

- emergency department patients. Paper presented at the Research Society on Alcoholism Annual Scientific Meeting, Maui, HI.
30. Minugh, P. A., Longabaugh, R., Clifford, P., Nirenberg, T. D., Woolard, R., & Becker, B. (1994, June). Predicting motivation to reduce drinking among subcritically injured alcohol positive emergency room patients. Paper presented at the Research Society on Alcoholism Annual Scientific Meeting, Maui, HI.
 31. Minugh, P. A. (1994, April). Adolescent risky behavior and substance use and abuse. Invited lecture. Brown University School of Medicine, Emergency Medical Services.
 32. Minugh, P. A., Gregory, C., & Rocchio, L. (1994, April). Sexual harassment in the workplace. Invited Address. Butler Hospital.
 33. Minugh, P. A. (1994, February). Gender and substance abuse. Invited lecture. Brown University School of Medicine: Gender and Health Issues Seminar.
 34. Minugh, P. A. (1993, June). Gender, social support, and mental health. Paper presented at the Annual Scientific Meeting of the Research Society on Alcoholism, San Antonio, TX.
 35. Bullock, H., Fernald, J., Gregory, C., Minugh, P. A., Riedford, M., Rocchio, L. M., & Saris, R (1993, March). Women against sexual harassment (WASH) unite: Working to eliminate sexual harassment from the academic community. Workshop delivered at the Annual Feminist Psychology Conference, Atlanta, GA.
 36. Minugh, P. A. (1992). Brief intervention and alcohol disorders II: A review of the knowledge base. Seminar. Brown University School of Medicine.
 37. Minugh, P. A. (1992). Brief intervention and alcohol disorders I: Theory and practice seminar. Seminar. Brown University School of Medicine.

TRAINING AND TECHNICAL ASSISTANCE

1. Janke, S. L., Martineau, K., & Minugh, P. A. (2017, November 17). *Central Falls Prevention Coalition: Roles & Responsibilities*. Prepared for Central Falls Prevention Coalition. Central Falls, RI.
2. Janke, S. L., Martineau, K., & Minugh, P. A. (2014, May 15). *Central Falls Prevention Coalition DFC Mentoring Strategic Planning*. Prepared for Central Falls Prevention Coalition. Central Falls, RI.
3. Minugh, P. A., Janke, S. L., & Martineau, K. (2014, January 16). *Strategic Prevention Framework Training*. Prepared for Central Falls Prevention Coalition. Central Falls, RI.
4. Minugh, P. A., Janke, S. L., Martineau, K. (2011, June 22-23). *Data Tools Made Easy Part II Trainer's Guide*. Prepared for SAMHSA: Substance Abuse and Mental Health Services Administration. Rockville, MD.
5. Minugh, P. A. (2011, April). *Cleaning Sheets. E-Learning training for project officers, grantees, contractors*.
6. Minugh, P. A., Janke, S. L., Martineau, K., Brown, K. L. (2011, March 28-30). *Data Tools Made Easy Part I Trainer's Guide*. Prepared for SAMHSA: Substance Abuse and Mental Health Services Administration. Rockville, MD.
7. Minugh, P. A. (2011, February). *Everything You Wanted to Know About Data Training Series – Part 1. Review & Practice Using Data Tools to Monitor & Manage Performance*. Classroom training for project officers, state HIV/Meth/DFC/STOP DSD.
8. Minugh, P. A., DeRosa, M., & Lomuto, N. (2010). Data cleaning and quality: What to expect.
9. Minugh, P. A. (2010, November). *Cleaning Sheet Training for Grantees and Contractors. Webinar training for grantees and contractors*.
10. Minugh, P.A., Janke, S.L., Saris-Baglana, R.N (2010). A CSAP project officers' data cleaning sheet training.
11. Minugh, P. A. (TBD). *Cleaning Sheet Reference Guide*. CSAP project officers, grantees and contractors.
12. Minugh, P. A. (2010, October). *The Accountability Report Training*. Classroom training for project officers, state HIV/Meth/DFC/STOP DSD
13. Minugh, P. A. (2010, June 9). *Making Sense of Data: Finding & Using Data for Program Monitoring and Management*. Prepared for SAMHSA: Substance Abuse and Mental Health Services Administration.
14. Minugh, P. A., Janke, S. L., & Westling, J. L. (2009). A CSAP project officers' data cleaning sheet training.

UNIVERSITY TEACHING ROLES

1994-1995 Visiting Assistant Professor, Wheaton College

Statistical Techniques and Experimental Design Psychology as a Social Science, Undergraduate instruction in Introduction to Psychology

1991-1995 Instructor, University of Rhode Island

The Alcohol Troubled Person. Undergraduate instruction in research, theory, and treatment.

Introduction to Experimental Psychology. Undergraduate instruction in research methods.

Introduction to Quantitative Methods. Undergraduate instruction in statistical methods. The

Substance Troubled Person. Upper division instruction in substance education. Theories and

Systems. Undergraduate instruction in history of psychology and philosophy of science.

1991-1992 Graduate Assistant, University of Rhode Island

Assistant to the Experimental Area Director. Responsibilities include full responsibility for teaching

Quantitative Methods in Psychology to undergraduates. Supervisor: Dr. Charles Collyer.

1991 Teaching Assistant, University of Rhode Island

Introduction to Experimental Psychology. Undergraduate instruction in research methods.

Supervisor: Dr. Nelson Smith.

1989-1990 Teaching Assistant, University of Rhode Island

Introduction to Quantitative Methods in Psychology. Assisted professors teaching the course by

constructing and grading quizzes, holding office hours, and occasional teaching. Supervisors: Dr.

Lisa Harlow & Dr. Jerry Cohen.

1989-1990 Student Instructor, University of Rhode Island

The Alcohol Troubled Person. Taught course under supervision as requirement for graduate course,

The Alcohol Troubled Person. Responsibilities included undergraduate instruction in the history,

theory, research, and intervention of alcohol problems.

Feb. 6, 2024



Susan L. Janke, M.S.
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EDUCATION

1991	M.S.	University of Rhode Island, (Counseling Psychology)
1987	B.S.	University of Illinois, (Community Health Education)
1992		Advanced Chemical Dependency Professional – Rhode Island #65696

CERTIFICATES

2011	Certificate	Introduction to Lean Processing for Services (Green Belt)
2012	Certificate	Villanova University, (Certified Lean Six Sigma Black Belt)

EXPERTISE

- Behavioral Healthcare Clinical Content
- Behavioral Healthcare Program Development
- Behavioral Healthcare Program Evaluation
- Behavioral Healthcare Technical Assistance and Training
- Focus Group and Key Informant Interview Facilitation
- Operations Management
- Strategic Planning

EXPERIENCE

1994-Present **Chief Operating Officer, Datacorp**

- Chief Operating Officer responsibilities include overseeing all aspects of administrative management including infrastructure development, human resources, accounts payable and receivable, payroll, technology development, grant/proposal writing, and project management.
- Co-Investigator responsibilities include implementing focus group, usability, and case study research; overseeing development of user manuals and data collection and management tutorials; participating in the preparation and review of papers and reports; and the dissemination of research findings at professional conferences.
- Project Director responsibilities include ensuring the scientific integrity and smooth operation of the project; overseeing the transfer, management, cleaning, analysis, interpretation, and reporting of all data; validating instruments; designing methodology; interpreting results; collaborating with clients on the presentation and reporting of results; supervising the project manager; and organizing staff training.
- Project Manager responsibilities include overseeing and tracking day-to-day details of the project, assisting the team lead, leading team meetings, administering and coordinating team assignments, monitoring staff progress in the production of project deliverables, interfacing with clients and outside agencies, and presenting findings.
- Substance Abuse and Mental Health Treatment Content Expert responsibilities include conducting comprehensive behavioral health care literature reviews and summarizing findings; assessing and evaluating behavioral health care programs; behavioral health care program development; conducting clinical assessments, evaluations, and focus groups; conducting critical incident assessments and evaluations; behavioral health care clinical training and technical assistance.
- Analyst responsibilities include assessing quality of data files received; manipulating, cleaning, and analyzing data; documenting all data manipulation and cleaning; working with the project team to develop the full set of functional specifications; assisting with focus groups, usability, and case study research; and preparing user manuals.

- 1996-2000** **Program Director and Clinical Supervisor, Spectrum Health Systems, Project Turnabout, a post-prison, parole-mandated long-term residential program for men.**
- 1994-1996** **Director of Substance Misuse Prevention Services, ROAD Counseling**
- 1992-1994** **Outpatient Therapist, Student Assistance Counselor, ROAD Counseling and The Providence Center**
- 1988-1992** **Clinical Supervisor, Good Hope Center Residential Substance Misuse Treatment**
- 1988-1991** **Treatment Counselor, Case Manager, and Clinical Supervisor, Good Hope Center Residential Substance Misuse Treatment**

DATACORP SPECIFIC PROJECTS

2023 Senior Analyst, Wyoming Department of Health/Recover Wyoming, Wyoming Qualitative Opioid Study

Recover Wyoming, a statewide peer support agency providing support to people seeking a long term solution from addiction, contracted with Datacorp to provide analytic support and report writing services for its Wyoming Department of Health, State Opioid Response Project designed to understand pathways to addiction and recovery among Wyoming residents addicted to opioids in six Wyoming communities. The scope of work included assistance developing the key informant interview instrument, qualitative data cleaning and consolidation, qualitative data analysis, and report writing. Ms. Janke worked directly with Recover Wyoming staff to facilitate consistent data collection across communities. She worked directly with Wyoming Department of Health staff to secure quantitative data to supplement the report, and fine-tune report content to meet planning needs.

2022-2024 Senior Analyst, Center for Mediation & Collaboration Rhode Island, Land and Sea Together Needs Assessment and Program Satisfaction Survey

The Center for Mediation & collaboration Rhode Island contracted with Datacorp to provide a comprehensive behavioral health needs assessment for individuals engaged in farming, forestry and fishing in Rhode Island. Data from the assessment was used to support programming activities and a microgrant program to support the three industries. After a year of programming, Datacorp developed and administered an online program satisfaction survey to measure participant satisfaction with CMCRI programs. The scope of work included conducting a needs assessment, and developing industry-specific recommendations: assessment of needs, resources, readiness, intervening variables, cultural responsiveness, sustainability, structure and functioning, capacity building, planning, and program satisfaction. Ms. Janke worked directly with the project director and program staff, collected and analyzed key informant interview data, provided insights and programmatic suggestions, developed the program satisfaction survey, interpreted satisfaction data, and wrote final reports.

2022-Present Senior Analyst, Fall River FR-CARA

The city of Fall River was awarded an FR-CARA grant by the Substance Abuse and Mental Health Services Administration's, Center for Substance Abuse Prevention. The overarching project goals include preventing and reducing opioid overdose by purchasing overdose reversal drugs, training first responders and members of key community sectors to carry and administer overdose reversal drugs, and developing processes, protocols, and mechanisms for outreach and referral to treatment and recovery support services. The project serves the City of Fall River, Massachusetts, and its nearby communities: Somerset, Swansea, and Westport. The project fills existing service gaps and creates the first working continuum of care across a multiple agencies in the greater Fall River area. As the evaluator, Datacorp supports efforts in program planning and implementation, identifies primary reporting requirements, and constructs pre- and post- survey instrumentation and data collection protocols. The evaluation team collaborates with the implementation team and takes the primary role in monthly data monitoring, quarterly data reporting, and annual reporting. Other activities include but are not limited to monitoring through a self-correcting approach, development and maintenance of project deliverables, including updating data analyses at regular intervals, and collaborating with the implementation team to develop infrastructure for a case/care management software system.

2021-Present Volunteer, Laramie County Suicide Fatality Review Team

Ms. Janke has been a volunteer on the Laramie County Suicide Fatality Review Team since its inception in 2021. The Suicide Fatality Review Team is a multi-agency group of professionals who meet quarterly to learn more about the circumstances leading to suicide deaths in Laramie County. The purpose of the Team is to prevent future suicides in Laramie County. Using an evidence-based framework, the Team identifies risk and protective factors for suicide that are unique to Laramie County, and makes recommendations for local policy and practice changes to help reduce suicide and promote safety across the county.

2021-Present Senior Analyst, SSTAR Prevention Services, Strategic Planning for State Opioid Response – Prevention in Early Childhood

SSTAR Prevention Services of Fall River, MA has contracted with Datacorp to provide needs assessment and strategic planning services for its SAMHSA and BSAS-funded State Opioid Response-Prevention in Early Childhood Project in Fall River, MA. The scope of work includes conducting a needs assessment, and developing a strategic plan including: assessment of needs, resources, readiness, intervening variables, cultural responsiveness, sustainability, structure and functioning, capacity building, planning, logic model, implementation planning, and evaluation. Ms. Janke works directly with the project director, provides insights and programmatic suggestions during monthly team meetings, participates in monthly stakeholder meetings, and supports SSTAR staff in project implementation.

2021 Senior Analyst, Wyoming COVID-19 Rapid Community Assessment, Wyoming 2-1-1 and Wyoming Department of Health

Wyoming 2-1-1 and the Wyoming Department of Health contracted with Datacorp to conduct a rapid community assessment and strategic planning services to better understand community impacts, needs, and thoughts related to the COVID-19 virus and COVID-19 vaccines in three Wyoming counties. The scope of work included conducting a wide range of key informant interviews across three Wyoming counties, data cleaning, consolidation, analysis, and report writing. The assessment and subsequent report was designed using the COVID-19 Vaccine Confidence Rapid Community Assessment Guide from the U.S. Department of Health and Human Services as a framework to develop community-specific recommendations.

2020-Present Senior Analyst, Vantage Point: Phoenix Project

The Phoenix Project is a 6-month reentry program designed to address the needs of individuals incarcerated at Rhode Island's Adult Correctional Institution to enhance their success when they return to their communities. Datacorp is the lead program evaluator responsible for collecting pre-program intake data and post-program data from former inmates six months post-release. Datacorp constructed new questionnaires to collect indicators, implemented a self-correcting evaluation model, and provides ongoing data management and outcome results.

2020-2023 Senior Analyst, City of Providence, Opiate Overdose Prevention

The City of Providence has contracted with Datacorp to provide evaluation services for its CDC-funded CODE3 Opiate Overdose Prevention Project providing services in Downtown Providence. The scope of work includes developing an evaluation plan with logic model, overseeing data collection, providing bi-weekly technical assistance to the project director, providing insights and programmatic suggestions during monthly team meetings, participating in monthly stakeholder meetings, preparing quarterly data reports and annual reports.

2020-Present Senior Analyst, City of Providence, Partnerships for Success

The City of Providence has contracted with Datacorp to provide epidemiological services for its Partnerships for Success grant. The scope of work includes assisting the project director with development and maintenance of project deliverables, which include updating data at regular intervals, e.g., Disparity Impact Statement, needs assessment, outcome data, reporting in SPARS, and developing and maintaining a prevention data infrastructure for the City of Providence. Other activities include but are not limited to

conducting focus groups and key informant interviews, environmental scans, creating logic models, assisting with the development of strategic plan and subsequent community-level work plan, and collecting data for the evaluation of programs and activities implemented under the PFS grant. This contract also involves working with the coalition to assist the project director in support of capacity building aspects of the grant. Activities include ensuring data are collected and reported for all aspects of the grant and its programs, policies, practices, and strategies designed to reduce underage drinking, and tobacco and Electronic Nicotine Delivery Systems (ENDS) use.

2019-Present Senior analyst, BAY Team and East Bay Regional Prevention Coalition, Technical Support Services

After successfully working with the BAY Team for ten years as its Drug-Free Communities evaluator, Datacorp has been contracted to assist the Town of Barrington's BAY Team and its East Bay Regional Prevention Coalition to provide technical support and implement a variety of data-driven activities. These include but are not limited to conducting focus groups and key informant interviews, environmental scans, creating logic models, assisting with the development of strategic plan and subsequent community-level work plan, and evaluating the implementation of programs and activities led by the coalitions. These activities include programs, training, and environmental strategies across a broad spectrum of behavioral health components.

2018-Present Senior Analyst, Re-Entering Offenders Achieving Recovery (ROAR), Steppingstone, Inc.

Steppingstone, Incorporated's Re-Entering Offenders Achieving Recovery (ROAR) is funded by SAMHSA's Center for Substance Abuse Treatment, and serves adult offenders and ex-offenders with behavioral health issues who have been incarcerated in the Bristol County Massachusetts House of Corrections and who will be returning to the community. Datacorp is contracted to provide program evaluation services to facilitate improved outcomes for program participants. Services include process and outcome evaluation, recruitment monitoring, follow-up and disparity impact targets, and monthly program technical assistance for continuous quality improvement.

2019-2020 Parents as Teachers, Maternal and Infant Early Childhood Home Visiting (MIECHV) Needs Assessment, Senior Analyst, Needs Assessment Lead

2018-2019 Legal Aid of Wyoming, Statewide Needs Assessment of Economically Disadvantaged Civil/Legal Needs

2018-2019 Town of Bristol, Rhode Island, Bristol Health Equity Zone (BHEZ), Overdose Prevention and Evaluation Plan

2018 Community Action Partnership of Kern, Kern County, California Head Start Community Needs Assessment.

2017-Present City of Providence, Rhode Island, Healthy Communities Office, Mayor's Substance Abuse Prevention Council, Evaluation Support

2017-Present Regional Needs Assessment, Strategic Planning, and Evaluation Specialist, City of Providence, Rhode Island; Blackstone Valley Prevention Coalition; Newport County Prevention Coalition, East Bay Coalition

2017-2020 Clinical Expert Community Action of Laramie County

2017-2020 Evaluator, Town of Tiverton, Drug Free Communities, Evaluation

2017-Present Evaluator, Central Falls Prevention Coalition: Drug-Free Communities, Evaluation

2016-2017 Analyst AS2 Literature Review for Unmet Mental Health Treatment Need, RTI International

2013–2017 **Co-Investigator, National Institutes of Health's National Center for Advancing Translational Sciences, Fast Track Phase I and II Small Business Innovation Research Grant grant: Expediting the Production of High Value, Standardized and Transparent Data**

2013-2015 **Evaluator, Laramie County DUI Court Evaluation**

2013-2014 **Strategic Planning Specialist, Central Falls Prevention Coalition: Drug Free Communities Mentoring Evaluation/ Strategic Planning Consultant**

2012–2013 **Co-Investigator, National Institutes of Health's National Heart, Blood, and Lung Institute/National Institute of Health Phase I: A Smartphone Application for Asthma Self-Management and Telemonitoring**

Additional projects, publications, and presentations available upon request.



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EDUCATION

2021	L.C.S.W	Licensed Clinical Social Worker – Rhode Island #CSW02566
2018	M.S.W	Rhode Island College, (Social Work)
2014	M.A.	Rhode Island College, (Psychology)
2009	B.S.	Salve Regina University, (Social Work)

CERTIFICATES

2012 Transformation Technologies™, Inc. (Lean Six Sigma Yellow Belt)

EXPERTISE

- Process and Outcome Evaluation
- Behavioral Health Risk and Prevention
- Project Management Software Manipulation
- Data Collection Coordination & Management
- Data Processing, Management, Visualization, & Documentation
- Wireframe Design & Data Entry Screen Creation/Management
- Software Development Project Management
- Technical Assistance & Training to Service Providers
- Psychoeducation-Support Group Facilitation
- Biopsychosocial Assessment & Documentation

EXPERIENCE

2015-Present Analyst II, Datacorp

- Project Manager responsibilities include overseeing workflow management; constructing timelines; monitoring progress to achieve milestones and deliverables; managing problem resolution and troubleshooting; developing and managing internal and field-testing procedures; interfacing with clients and outside agencies.
- Analyst II responsibilities include designing and maintaining data processing plans; tracking data management decisions and their implementation; overseeing quality control of the data; coordinating with other lead analysts to ensure standardization across programs; tracking targets, recruitment, and goals for reporting; and corresponding with grantees about data quality issues.

2014–2015 Analyst, Datacorp

- Project Coordinator responsibilities include coordinating data collection, analysis, and report generation; supervising research assistants in data entry and management; and corresponding continually with clients and outside agencies.
- Analyst responsibilities include assessing quality of data files received; manipulating, cleaning, and analyzing data; documenting all data manipulation and cleaning; working with the project team to develop the full set of functional specifications; assisting with focus groups, usability, and case study research; and preparing user manuals.

2010–2014 Senior Research Assistant, Datacorp

- Senior Research Assistant responsibilities include creating and presenting internal and external trainings, assisting in data management, manipulating data in SAS and SPSS, performing quality control checks, maintaining databases, assisting in planning and task assignment, tracking decisions and their implementation, overseeing quality control of the data, coordinating with other research assistants to ensure standardization across programs, analyzing data and generating reports, continually corresponding with clients and outside agencies.

- Lead Research Assistant responsibilities include overseeing day-to-day details including meeting facilitation, establishing and assigning tasks, establishing and maintaining staff deadlines, and assisting in the coordination of the project team.
- When assisting an Analyst, responsibilities include maintaining and organizing all documentation received from external partners, creating documentation to accompany delivery of data, managing and cleaning data, performing quality control of the data.
- When assisting an Evaluator, responsibilities include assisting with the construction of an online data entry system; providing technical assistance to respondents; creating and administering surveys; collecting, entering, and verifying data; organizing and preparing datasets; preparing reports.

2009–2012 PASS Service Provider, United Cerebral Palsy of Rhode Island

- Gained understanding of the needs concerning clients faced with a disability. Integrated forms of interventions within the home environment based upon goals and objectives to better the life of client.

2009–2010 Research Assistant, Datacorp

- Research Assistant responsibilities include assisting project team with a wide range of daily data entry, management, and cleaning tasks; converting SAS datasets to SPSS; maintaining and organizing all documentation received from external partners; creating documentation to accompany delivery of data; performing quality control of the data; maintaining and reviewing an inventory of data; aiding in the evaluation report; administering surveys; and conducting literature reviews.

2008–2009 Treatment Coordinator, The Groden Center Inc.

- Provided one on one support to clients ranging from age three to age six diagnosed with severe developmental disabilities.
- Coordinated and implemented client plans including developing goals, designing programs, and monitoring day to day progress.
- Created links between the home environment and the day program while maintaining positive communication with family systems.

DATACORP SPECIFIC PROJECTS

2023-Present Analyst II, Focused Achievements in Housing and Recovery “Project FAIHR3”
Steppingstone, Inc. in Fall River, Massachusetts was awarded an additional five-year grant (beginning October 1, 2013) by SAMHSA/Center for Mental Health Services to continue to provide services for homeless persons with serious mental illness (SMI) or co-occurring disorders (COD; mental health and substance use disorders) in the greater Fall River (FR) and New Bedford (NB), MA communities. The project included developing the project infrastructure for the new grant, working with Datacorp’s IT to create secure data transfer protocols, working with Steppingstone’s IT to create the protocol and specifications for monthly data extracts from the organization’s electronic medical record systems, leading monthly data review meetings and filing quarterly reports. The project will also include preparation of annual progress reports and the project’s final closeout report.

2022-Present Analyst II, Fall River FR-CARA

The city of Fall River was awarded an FR-CARA grant by the Substance Abuse and Mental Health Services Administration’s, Center for Substance Abuse Prevention. The overarching project goals include preventing and reducing opioid overdose by purchasing overdose reversal drugs, training first responders and members of key community sectors to carry and administer overdose reversal drugs, and developing processes, protocols, and mechanisms for outreach and referral to treatment and recovery support services. The project serves the City of Fall River, Massachusetts, and its nearby communities: Somerset, Swansea, and Westport. The project fills existing service gaps and creates the first working continuum of care across a multiple agencies in the greater Fall River area. As the evaluator, Datacorp supports efforts in program planning and implementation, identifies primary reporting requirements, and constructs pre- and post- survey instrumentation and data collection protocols. The evaluation team collaborates with the implementation team and takes the primary role in monthly data monitoring, quarterly data reporting, and annual reporting. Other activities include but are not limited to monitoring through a self-correcting approach, development and maintenance of project deliverables, including updating data analyses at

regular intervals, and collaborating with the implementation team to develop infrastructure for a case/care management software system.

2022-Present Analyst II, Steppingstone, Inc. "Project SOAR2"

Steppingstone Incorporated's SAMHSA-funded Project SOAR2 (Supporting Opioid Addiction Recovery) consists of 220 adult male and female participants who meet the diagnostic criteria for Opioid Use Disorder (OUD) as determined by a comprehensive assessment and have chosen to receive Medication Assisted Treatment (MAT) in New Bedford (NB), MA. Additional program goals include but are not limited to: reduce illicit opioid use, cravings and increase engagement in treatment and RSS; improve social functioning and community & family connectedness; place homeless participants in housing and increase housing stability; increase the number of participants with stable income and employment; support participants to obtain healthcare & overdose prevention education; promote tobacco cessation and wellness; decrease participants' risky behaviors and recidivism. Other activities include but are not limited to oversight of database design and creation for continuous data entry and management, monitoring through a self-correcting approach, development and maintenance of project deliverables, which include updating data at regular intervals, e.g., Disparity Impact Statement, process data, outcome data, and annual progress reports and reporting in SPARS, the project's federal data entry system.

2022-Present Analyst II, Steppingstone, Inc. "Project TCE-SP"

Steppingstone Incorporated's SAMHSA-funded Project TCE-SP (Targeted Capacity Expansion) targets a total of 240 individuals through an expansion of Steppingstone's Fall River Outpatient Clinic. The grant targets individuals with Opioid Use Disorder (OUD) who have chosen to received medication-assisted treatment (MAT). The project addresses gaps in timely treatment by prioritizing serving persons who present with urgent needs. The project utilizes Steppingstone's expansive continuum of care, as well as its linkage agreements with local organizations to provide comprehensive recovery support services such as referral to permanent housing, employment, education, childcare, primary medical care, and other services as needed. Other activities include but are not limited to oversight of database design and creation for continuous data entry and management, monitoring through a self-correcting approach, development and maintenance of project deliverables, which include updating data at regular intervals, e.g., Disparity Impact Statement, process data, outcome data, and reporting in SPARS.

2022-Present Analyst II, SSTAR Prevention Services, MassCALL3: Fall River Coalition

SSTAR Treatment and Prevention Services of Fall River, MA has contracted with Datacorp to provide needs assessment, strategic planning, and evaluation services following the SPF model for its SAMHSA- and BSAS-funded prevention project. The scope of work includes conducting a needs assessment and developing a strategic plan including: assessment of needs, resources, readiness, intervening variables, cultural responsiveness, sustainability, structure and functioning, capacity building, planning, logic model, implementation planning, and evaluation. Dr. Minugh works directly with the SSTAR prevention program director and coordinator and provides insights and programmatic suggestions during monthly team meetings, participates in stakeholder meetings, and supports SSTAR staff in project implementation.

2022-Present Analyst II, Strength in Peers, Safe and Secure Cost Analysis and Evaluation

Strength in Peers has a multi-year contract with Datacorp to conduct an annual cost analysis and evaluation of the Safe and Secure program it provides for the Sentara RMH Medical Center Hospital in Rockingham County, Virginia. This program enrolls eligible hospital and emergency department patients with histories of substance use disorder and provides peers support services to help meet basic needs, facilitate counseling and psychiatry services as appropriate, facilitate housing, employment and education services, and the program tracks and documents all additional emergency department and hospital admissions of program participants. Quality of life outcomes and hospital costs are assessed as determinant of program effectiveness.

2022-Present Analyst II, SSTAR Prevention Services, MassCALL3: Taunton Cluster

SSTAR Treatment and Prevention Services of Fall River, MA has contracted with Datacorp to provide needs assessment, strategic planning, and evaluation services following the SPF model for its SAMHSA- and BSAS-funded prevention project. The scope of work includes conducting a needs assessment and developing a strategic plan including: assessment of needs, resources, readiness, intervening variables,

cultural responsiveness, sustainability, structure and functioning, capacity building, planning, logic model, implementation planning, and evaluation. Dr. Minugh works directly with the SSTAR prevention program director and coordinator and provides insights and programmatic suggestions during monthly team meetings, participates in stakeholder meetings, and supports SSTAR staff in project implementation.

2021-2023 Analyst II, SSTAR "Project CCBHC2"

SSTAR's SAMHSA-funded CCBHC (Community Behavioral Health Clinic) project provides 24-hour crisis response for our patients. With an Ambulatory Behavioral Health Open Access Center and Opioid Triage Center, SSTAR has established almost immediate access to outpatient behavioral health services. This is SSTAR's second round of funding for this successful behavioral health care center. Datacorp oversees process and outcomes, is responsible for monitoring recruitment, follow-up and disparity impact targets, and provides monthly feedback to the project on enrollment and outcomes. The evaluation team trained the project staff on data collection processes and entering and using SPARS, the required federal reporting system. The evaluation team created an FAQ document specifically for this team based on common SPARS mistakes with instruction on how to avoid them. Other activities include but are not limited to database design and creation for continuous data entry and management, monitoring through a self-correcting approach, development and maintenance of project deliverables, which include updating data at regular intervals, e.g., Disparity Impact Statement, process data, outcome data, and reporting in SPARS.

2020-Present Analyst II, Vantage Point: Phoenix Project

The Phoenix Project is a 6-month reentry program designed to address the needs of the ACI population to enhance their success when they return to their communities. Program participants are engaged in core program components that address various behaviors and states that constitute a healthy lifestyle, sound family relationships, and successful employment. The Phoenix Project uses trainers and providers who are certified and experienced in their respective fields. Datacorp became the evaluation team in May of 2020. The evaluation is designed to collect pre-program intake data and post-program data from former inmates six months post-release. As part of this work, Datacorp constructed new questionnaires to collect relevant indicators for the reentry program and implemented a self-correcting evaluation model providing ongoing data management and outcome results.

2020-Present Analyst II, Bristol County Reentry Project "Project BCRP"

Steppingstone, Inc. was awarded the FY2020 Second Chance Act (SCA) grant for the Improving Reentry for Adults with Substance Use Disorders Program through the Department of Justice. The BCRP program assists pre-trial and/or community supervised individuals achieve stability with SUD/COD, Income and Housing by employing a treatment first approach which will be achieved by strengthening our collaboration efforts with Criminal Justice and Human Service Professionals throughout Bristol County. Primary goals include providing support and assistance to justice involved individuals to increase self-efficacy and decrease re-incarceration. As the evaluator, Datacorp supported efforts in planning and implementation of the program, identified primary reporting requirements, and selected data to meet the needs for process and outcome measures. The evaluation team collaborates with the implementation team and takes a primary role in monthly data monitoring and quarterly data reporting into the Department of Justice's Performance Measurement Platform.

2020-Present Analyst II, Epidemiology Team, City of Providence, Partnerships for Success,

The City of Providence has contracted with Datacorp to provide epidemiological services for its Partnerships for Success grant. The scope of work includes assisting the project director with development and maintenance of project deliverables, which include updating data at regular intervals, e.g., Disparity Impact Statement, needs assessment, outcome data, reporting in SPARS, and developing and maintaining a prevention data infrastructure for the City of Providence. Specific activities for infrastructure development include process map creation, wireframe design, data entry screen creation, and training with technical assistance. Other activities include but are not limited to conducting focus groups and key informant interviews, environmental scans, creating logic models, assisting with the development of strategic plan and subsequent community-level work plan, and collecting data for the evaluation of programs and activities implemented under the PFS grant. This contract also involves working with the coalition to assist the project director in support of capacity building aspects of the grant. Activities include ensuring data are collected

and reported for all aspects of the grant and its programs, policies, practices, and strategies designed to reduce underage drinking, and tobacco and Electronic Nicotine Delivery Systems (ENDS) use.

2020-Present Analyst II, Evaluation Team, City of Providence: Partnerships for Success (PFS)
Datacorp is evaluator for the PFS grant for the City of Providence. In addition to the process and outcome evaluation, Datacorp provides oversight to project's data collection effort, tracks all activities against the project timeline and its milestones, and supports the epidemiology focus of the grant.

2020-Present Analyst II, Steppingstone: Project Recovery
Mrs. Mulvey is a part of Datacorp's evaluation team for the SAMHSA/CSAT-funded Peer Support project. Datacorp oversees process and outcomes, is responsible for monitoring recruitment, follow-up and disparity impact targets, and provides monthly feedback to the project on enrollment and outcomes. The evaluation team trained project staff on data collection processes and entering and using SPARS and created an FAQ document specifically for this team based on common SPARS mistakes with instruction on how to avoid them.

2019-Present Analyst II, Steppingstone, Inc. "Project ROAR3"
Steppingstone Incorporated's SAMHSA-funded Project ROAR (Reentering Offenders Achieving Recovery), will serve adult offenders/ex-offenders with behavioral health issues who have been incarcerated in the Bristol County (MA) House of Correction and who will be returning to the community. Datacorp oversees process and outcomes, is responsible for monitoring recruitment, follow-up and disparity impact targets, provides technical assistance, and provides monthly feedback to the project. The evaluation team trained the project staff on data collection processes and entering and using SPARS. The evaluation team created an FAQ document on common SPARS mistakes with instruction on how to avoid them.

2019-2023 Analyst II, Steppingstone, Inc. "Project FAHR2"
Steppingstone Incorporated's SAMHSA-funded Project FAHR (Focused Achievements in Housing and Recovery), to provide comprehensive services for homeless individuals/families with behavioral health issues. This grant will sustain and expand that effort, providing housing, behavioral health (including psychiatric care) and wrap-around services to individuals and families in Fall River, MA. Datacorp oversees process and outcomes, is responsible for monitoring recruitment, follow-up and disparity impact targets, and provides monthly feedback to the project. The evaluation team trained the project staff on data collection processes and entering and using SPARS. The evaluation team created an FAQ document on common SPARS mistakes with instruction on how to avoid them.

2019-Present Analyst II, Strength in Peers, Back on Track
Mrs. Mulvey is a part of Datacorp's evaluation team for the SAMHSA/CSAT-funded Peer Support project. Datacorp oversees process and outcomes, is responsible for monitoring recruitment, follow-up and disparity impact targets, and provides monthly feedback to the project. The evaluation team trained the project staff on data collection processes and entering and using SPARS. The evaluation team created an FAQ document on common SPARS mistakes with instruction on how to avoid them.

2019-Present Analyst II, SSTAR: Feurza Latina
Mrs. Mulvey is a part of Datacorp's evaluation team for the SAMHSA/CSAT-funded Minority AIDS Initiative project. Datacorp oversees process and outcomes, is responsible for monitoring recruitment, follow-up and disparity impact targets, and provides monthly feedback to the project on enrollment and outcomes. The evaluation team trained the project staff on data collection processes and entering and using SPARS and created an FAQ document based on common SPARS mistakes with instruction on how to avoid them.

2019-Present Analyst/Data Management Lead, BAY Team and East Bay Regional Prevention Coalition, Technical Support Services
After successfully working with the BAY Team for ten years as its Drug-Free Communities evaluator, Datacorp has been contracted to assist the Town of Barrington's BAY Team and its East BAY Regional Prevention Coalition in its role as a PFS subrecipient to the State of Rhode Island. In this role Datacorp provides technical support and implements a variety of data-driven activities. These include but are not

limited to conducting focus groups and key informant interviews, environmental scans, creating logic models, performance scorecards, scoring underage drinking policies, assisting with the development of strategic plan and subsequent community-level work plan, and evaluating the implementation of programs and activities led by the coalitions. These activities include programs, training, and environmental strategies across a broad spectrum of behavioral health components.

2019-2021 Analyst II, Steppingstone, Inc. "Project P2P-EXP"

Steppingstone Incorporated's SAMHSA-funded Peer-to-Peer Recovery Project (P2P) provides an array of services to expand peer-based workforce in order to meet increased demand from individuals reached through the campaign by training 35 new peer volunteers and recovery coaches annually. Through this expansion, P2P EXP will focus new resources on increasing public awareness of issues related to drug/alcohol addiction and recovery and reduce stigma through the development and implementation of a broad-based public awareness campaign across the Greater Fall River area. Furthermore, it will outreach to surrounding rural areas, unite existing local recovery supports to build and sustain a coordinated, recovery-oriented system of care which reaches all individuals in need within the GFR community.

2019-2022 Analyst II, Steppingstone, Inc. "Project SOAR"

Steppingstone Incorporated's SAMHSA-funded Project SOAR (Supporting Opioid Addiction Recovery) consists of 300 adult male and female participants who meet the diagnostic criteria for Opioid Use Disorder (OUD) as determined by a comprehensive assessment and have chosen to receive Medication Assisted Treatment (MAT) in New Bedford (NB), MA. Additional goals of the program include but are not limited to: reduce illicit opioid use, cravings and increase engagement in treatment and RSS; improve participants' level of social functioning and community & family connectedness; place homeless participants in housing and increase their stability in housing; increase the number of participants with a stable source of income and employment; support participants to obtain healthcare & overdose prevention education; promote tobacco cessation and wellness; decrease participants' risky behaviors and recidivism.

2019-2021 Analyst II, SSTAR "Project CCBHC"

SSTAR's SAMHSA-funded CCBHC (Community Behavioral Health Clinic) project provides 24-hour crisis response for our patients. The clinic operates on an Open Access model providing nearly immediate access for assessment and outpatient behavioral health individual and group treatment. The CCBHC treatment process focuses on patients' expressed needs, strengths, abilities and preferences. The CCBHC targets 740 total participants across the two-year grant period in Fall River, MA.

2019-Present Analyst II, SSTAR "Project SStarbirth"

SSTAR's SAMHSA-funded SStarbirth project aims to enhance a residential treatment program for pregnant and postpartum women and children utilizing evidenced based programming to improve treatment outcomes for both women and children. The program accommodates 12 women and their children (an average of 15 children) up to the age of 8 with rolling admission. All participants must meet DSM V criteria for substance use disorder and ASAM criteria for residential treatment. The priorities for admission to the residential program include: pregnant women with substance use disorders who are HIV positive or at serious risk for HIV (e.g., injection drug users); using heroin/opioids; and pregnant/postpartum women who are homeless or incarcerated. Pregnant/parenting women of low income with addiction issues are also a priority.

2019-Present BAY Team and East Bay Regional Prevention Coalition, Technical Support Services

After successfully working with the BAY Team for ten years as its Drug-Free Communities evaluator, Datacorp has been contracted to assist the Town of Barrington's BAY Team and its East BAY Regional Prevention Coalition to provide technical support and implement a variety of data-driven activities. These include but are not limited to conducting focus groups and key informant interviews, environmental scans, creating logic models, assisting with the development of strategic plan and subsequent community-level work plan, and evaluating the implementation of programs and activities led by the coalitions. These activities include programs, training, and environmental strategies across a broad spectrum of behavioral health components.

2018-2021 Rhode Island Department of Education, Team Nutrition Grant, Program Evaluation
Datacorp has been awarded a multi-year contract to conduct a statewide evaluation of Rhode Island's Child Care Centers to assess the implementation of a program designed to increase consumption of fruits and vegetables among preschool-aged children, their parents, and teachers. Datacorp has developed a comprehensive process and outcome evaluation of this nutrition program.

2017-Present Evaluation Support, City of Providence, Rhode Island, Healthy Communities Office, Mayor's Substance Abuse Prevention Council

Datacorp worked with the Healthy Communities Office (HCO) to conduct its needs assessment and develop its comprehensive strategic plan. Datacorp was retained following this work to assist the HCO by evaluating the implementation of its strategic plan. Sample duties include working with regional and city coalition coordinators to ensure grant compliance, developing culturally appropriate evaluation questionnaires for evidence-based programs, evaluating evidence-based programs and assisting with state reporting requirements.

2019-2020 Analyst II, Newport Partnerships for Families, Chronic Early Absenteeism and Truancy Reduction Initiative (CEATRI)

Datacorp worked with the Newport Partnerships for Families and CEATRI Implementation Team to provide evaluation services. This project involved conducting a review of existing data, conducting focus groups and key informant interviews, developing and administering a key-stakeholder survey, and developing an evaluation plan to assess the effectiveness of various partnerships. In addition, as a result of this work Datacorp developed a resource grid of partners and connections in services for the Implementation Team to utilize and encourage sustainability for funded and non-funded programs.

2018-2019 Town of Bristol, Rhode Island, Bristol Health Equity Zone (BHEZ), Overdose Prevention and Evaluation Plan

Datacorp has worked with the Bristol Health Equity Zone (BHEZ) to conduct its community-led needs assessment, strategic plan for opioid prevention, and its evaluation to monitor its performance on these efforts. This project involves conducting a review of existing data, conducting focus groups and key informant interviews, environmental scan, developing and administering a community survey, and developing an evaluation plan to assess the implementation of the BHEZ strategic plan. Datacorp works directly with the BHEZ coordinators and the subcommittee that is developing and implementing their plan.

2017-2018 Regional Needs Assessment, Strategic Planning, and Evaluation Support, City of Providence, Rhode Island; Blackstone Valley Prevention Coalition; Newport County Prevention Coalition, East Bay Coalition

Datacorp worked with four Rhode Island Prevention Planning Regions comprising over 50% of the State to produce regional needs assessments that would support the develop comprehensive five-year strategic plans addressing substance abuse and mental health prevention programming activities. Datacorp convened and conducted more than 15 focus groups and 25 stakeholder interviews to support and describe the underlying issues surrounding data regarding the numerous needs in these communities. The strategic plans included identification of evidence-based practices, detailed deployment timelines, strategic fit and feasibility, and evaluation components.

2017-2020 Project Coordinator, Town of Tiverton, Drug Free Communities, Evaluation

Datacorp serves as the evaluator on the Drug Free Communities grant for the Tiverton Prevention Coalition. While conducting the process and outcome evaluation, Datacorp provides methodological support in the form of survey instrumentation, quantitative data collection, data management, analysis, and reporting. An internal evaluation of the coalition is conducted using monthly meeting feedback surveys and a biannual coalition survey. Datacorp also assists the coalition by mapping its effort in a user-friendly logic model.

2016-2021 Project Coordinator, Central Falls Prevention Coalition: Drug-Free Community

Datacorp served as the evaluator on the Drug Free Communities grant for the Central Falls Prevention Coalition. While conducting the process and outcome evaluation, Datacorp provided methodological support in the form of survey instrumentation, quantitative and qualitative data collection, data

management, analysis, and reporting. An internal evaluation of the coalition was also conducted using monthly meeting feedback surveys and an annual coalition survey. In addition, Datacorp provided ongoing technical assistance to the coalition in order to bridge evaluation results with strategic planning efforts.

2016-2019 Analyst, Targeted Capacity Expansion Peer-to-Peer (TCE-P2P)

Steppingstone Incorporated's Peer-to-Peer Recovery Project (P2P) provides an array of services to approximately 50 adult individuals possessing substance use or co-occurring disorders (substance use and mental health) annually (150 individuals over the 3-year grant term); who are in treatment or contemplating treatment in the greater Fall River area. P2P will provide peer-based recovery delivered through a framework of individual and group support, advocacy and education services and drug-free socialization activities that facilitate measurable wellness goals of maintained recovery and improved overall quality of life.

2016-2018 Analyst, Steppingstone, Inc. "Project ROAR"

Steppingstone Incorporated's Project ROAR (Reentering Offenders Achieving Recovery), funded through SAMHSA's Center for Substance Abuse Treatment, will serve adult offenders/ex-offenders with behavioral health issues who have been incarcerated in the Bristol County (MA) House of Correction and who will be returning to the community.

2016-2017 Analyst, Rhode Island Family Treatment Drug Court (FTDC)

The Rhode Island Family Treatment Drug Court (FTDC) was first implemented in 2002 to protect children from newborn to 18 whose health and welfare may be adversely affected by parental substance use; enhance parental capacity to meet their children's needs; and expedite permanency for children in state care. FTDC accomplishes this by identifying substance-involved parents, developing comprehensive multi-disciplinary case plans in collaboration with child welfare, helping participants access treatment and other services, and measuring progress through intensive follow-up, service provider reports, repeated measure surveys, and frequent court supervision of court orders.

2016-2017 Analyst, Steppingstone, Inc. "Project FAIHR"

NPIC/QAS will serve as the evaluator for Project FAIHR (Focused Achievements in Housing and Recovery). This project is funded (beginning October 2014) by the Center for Substance Abuse Treatment, SAMHSA, to provide comprehensive services for homeless individuals/families with behavioral health issues. NPIC/QAS collaborated with Steppingstone on "Stepping Forward", a 5 year project that ended September 2014. This grant will sustain and expand that effort, providing housing, behavioral health (including psychiatric care) and wrap-around services to individuals and families in Fall River, MA.

2015 Project Manager,

2014-2015 Analyst,

2013-2014 Research Assistant,

National Institutes of Health's National Center for Advancing Translational Sciences, Fast Track Phase I and II Small Business Innovation Research Grant: Expediting the Production of High Value, Standardized and Transparent Data

Datacorp was awarded a Fast Track Phase I and II Small Business Innovation Research (SBIR) grant from the National Institutes of Health's National Center for Advancing Translational Sciences to develop and build the Data Expediter™ Data Set Generator software application, which offers health, social, and education researchers a practical, cost-effective solution for managing, rapidly processing and documenting study data. During Phase I, a working prototype, accompanied by a set of functional specifications, was developed and tested. A focus group was conducted to assess the acceptance of the prototype. Following Phase I feasibility, Phase II was awarded, and builds to commercialize the product and develop educational and support materials.

2014-2018 Project Coordinator,

2012-2014 Senior Research Assistant,

Barrington Adult Youth (BAY) Team: Drug Free Communities Grant

Datacorp served as the evaluator on the Drug Free Communities grant for the Barrington Adult Youth (BAY) Team, which is the City of Barrington's Substance Abuse Prevention Task Force. While conducting the

process and outcome evaluation, Datacorp provided methodological support in the form of survey instrumentation, quantitative and qualitative data collection, data management, analysis, and reporting. An internal evaluation of the task force was also conducted using monthly meeting feedback surveys and an annual coalition survey. In addition, Datacorp provided annual trainings and technical assistance to the coalition in order to bridge evaluation results with strategic planning efforts.

2013-2015 Project Coordinator, Laramie County DUI Court Evaluation

Datacorp served as the evaluator for the Laramie County DUI Court Evaluation conducted in Cheyenne, WY. A mixed methods approach was utilized to assess the DUI Court. Stakeholder interviews with DUI Court Team Members were conducted along with a participant survey. Both qualitative and quantitative analyses were performed and discussed in an evaluation report.

2013-2014 Project Coordinator, Central Falls Prevention Coalition: Drug Free Communities Mentoring Evaluation/ Strategic Planning Consultant

Datacorp served as the evaluator of the Central Falls Prevention Coalition (CFPC) for the City of Providence's Drug Free Communities Mentoring grant. Datacorp supported strategic planning efforts, including the development of bylaws and financial, member, and staff oversight strategies. Datacorp assisted the mentee coalition to strengthen organizational structure and to increase leadership and community readiness. As part of this work, Datacorp conducted focus groups targeting community readiness and community challenges, helped the mentee coalition in working through a strategic planning process, and assisted the mentee coalition in preparing baseline core measure data on youth substance use according to the National Outcome Measures (NOMs). Datacorp provided ongoing technical assistance and training including an introduction to the Strategic Prevention Framework.

**2014-2015 Project Coordinator,
2012-2014 Senior Research Assistant,
Providence Mayor's Substance Abuse and Prevention Council: Drug Free Communities Grant**

Datacorp served as the evaluator on the Drug Free Communities grant for the City of Providence's Mayor's Substance Abuse and Prevention Council. While conducting the process and outcome evaluation, Datacorp provided methodological support in the form of survey instrumentation, quantitative and qualitative data collection, data management, analysis, and reporting. In addition, Datacorp provided ongoing technical assistance to the coalition in order to bridge evaluation results with strategic planning efforts.

2013-2014 Senior Research Assistant, Mercer Family Resource Center and Natrona County Prevention Coalition: Drug Free Communities Grant

Datacorp served as the evaluator on the Drug Free Communities grant for the Mercer Family Resource Center and the Natrona County Prevention Coalition. While conducting the process and outcome evaluation, Datacorp provided methodological support in the form of survey instrumentation, quantitative and qualitative data collection, data management, analysis, and reporting. An internal evaluation of the coalition was also conducted using monthly meeting feedback surveys and an annual coalition survey. In addition, Datacorp provided technical assistance in order to bridge evaluation results with strategic planning efforts.

2010-2012 Research Assistant, Providence Mayor's Substance Abuse and Prevention Council: Tobacco Free Campaign

Datacorp served as the system developers on the Tobacco Free Campaign project for Providence, Rhode Island Mayor's Substance Abuse and Prevention Council (MSAPC). For this project, Datacorp developed a customized, user-friendly online data collection system that enables daily data recording by project stakeholders (e.g., sub-recipient grantees, vendors, administrators) and querying for results reporting to feed an overall evaluation plan. In addition, Datacorp provides data quality training and technical assistance to all stakeholders. Datacorp's work on this project supports a process and outcome evaluation conducted by the MSAPC and the RI Department of Health.

2009-2012 Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Prevention: Data Analysis Coordination and Consolidation Center

Senior Research Assistant

*Collaborative for the Application of Prevention Technologies
Fetal Alcohol Spectrum Disorders Center for Excellence
Strategic Prevention Framework Advancement and Support
Underage Drinking Prevention Education Initiatives
Substance Abuse Prevention and Treatment Block Grant
Strategic Prevention Framework State Incentive Grant
National Minority Substance Abuse/HIV Prevention Initiative*

Datacorp served as the Data Management Team (DMT) of the Substance Abuse and Mental Health Services Administration's (SAMHSA), Center for Substance Abuse Prevention (CSAP), Data Analysis Coordination and Consolidation Center (DACCC). This was done in collaboration with the Human Services Research Institute. The DACCC served as CSAP's analytic arm and data quality assurance mechanism, developed products based on those analyses that target different audiences, and promoted the use of reliable and valid instruments including common data definitions and measures. The DMT developed a comprehensive, seamless, transparent system for managing data within and across CSAP programs. Development of standardized data processing plans and universal coding conventions provided the capacity to report particular populations served, number, types and locations of particular activities, and effectiveness across programs relative to national, sub population, and geographic area data and trends.

2010-2010 Research Assistant, Vantage Point, Inc.: Domestic Violence Intervention

Datacorp served as the contractor on the Domestic Violence Intervention Program for Vantage Point, Inc. Datacorp developed customized data entry screens, trained Vantage Point staff how to edit and enter data, validated the instruments, analyzed program outcomes, and provided analytic work to support papers, presentations, and proposals.

2009-2010 Research Assistant, Rhode Island State Prevention Framework – State Incentive Grant

Datacorp served as the process and outcome evaluator for the Rhode Island State Prevention Framework-State Incentive Grant for the cities of East Providence, Pawtucket, and Providence, Rhode Island, and the town of Westerly, Rhode Island. Datacorp provided needs assessment technical assistance to the communities, facilitated monthly environmental strategy data collection, conducted qualitative interviews, and provided annual evaluation reports and technical assistance training.

INTERNSHIPS

2017-Present The Inner You Counseling Center (North Kingstown, RI)

- Maintained a 20 hour per week internship supervised by a professional seasoned social worker.
- Maintained weekly caseload of 8-10 clients while providing one-on-one counseling to individuals, couples, and families.
- Completed and sustained daily progress notes for clients.
- Interviewed and completed biopsychosocial assessments.

2016-2017 AdCare Rhode Island (North Kingstown, RI)

- Maintained a 16 hour per week internship supervised by a professional seasoned social worker.
- Maintained daily caseload of 3-4 clients while providing one-on-one counseling and referral services.
- Completed and sustained daily progress notes for clients.
- Interviewed and completed biopsychosocial assessments.
- Facilitated weekly psychoeducational group for clients regarding the science of addiction, relapse prevention, coping mechanisms, etc.
- Co-facilitated a weekly psychoeducational group for families and loved ones of clients.

2008-2009 The Groden Center Inc. (Providence, RI)

- Maintained a 16 hour per week internship shadowing a professional seasoned social worker.

- Co-facilitated a parent support group for children in the early intervention program.
- Observed classrooms and students diagnosed with Autism Spectrum Disorder.
- Attended individual education plan meetings, screenings, intakes and interdisciplinary team meetings.
- Conducted home visits and assessments.

2007-2008 Strategic Support Mentoring Program (East Greenwich, RI)

- Maintained an 8 hour per week internship with the East Greenwich public schools.
- Observed individual education plan meetings.
- Facilitated an after-school program for a group of 20-25 fourth through sixth grade students.
- Mentored and counseled students aging from ten to eighteen years old.
- Assisted an integrated preschool consisting of typically developing and special needs children.

AWARDS AND HONORS

2008-2009 Sheila M. Jeanes Endowed Scholarship

MEMBERSHIPS IN SOCIETIES AND BOARD APPOINTMENTS

2020-Present Datacorp Data Governance Board (DGB)

PEER-REVIEWED ARTICLES, PUBLICATIONS, & REPORTS

1. Minugh, P. A., Mulvey, K., & Pauley, E. (2021). Rhode Island Team Nutrition Training Grant: Final Report 2021. Prepared for Rhode Island Department of Education.
2. Minugh, P. A. & Martineau, K. (2020). *Chronic Early Absenteeism and Truancy Reduction Initiative (CEATRI): Final Evaluation Report 2020*. Prepared for Newport Partnerships for Families.
3. Martineau, K. & Cook, E. C. (2017). Trajectories of Adolescent Alcohol Use: The Effect of Individual and Social Risk Factors by Race. *Journal of Child & Adolescent Substance Abuse*, 26(5), 387-400.
4. Minugh, P. A. & Martineau, K. (2017). *Barrington Adult Youth Team Drug-Free Community: Biannual Youth Survey Report 2017*. Prepared for Barrington Adult Youth Team Drug-Free Community.
5. Martineau, K. & Minugh, P. A. (2016). *Barrington Adult Youth Team Drug-Free Community: Task Force Survey Report 2016*. Prepared for Barrington Adult Youth Team Drug-Free Community.
6. Minugh, P. A. & Martineau, K. (2016). *Barrington Adult Youth Team Drug-Free Community: Parent Survey Report Fall 2016*. Prepared for Barrington Adult Youth Team Drug-Free Community.
7. Martineau, K. & Minugh, P. A. (2015). *Barrington Adult Youth Team Drug-Free Community: Task Force Survey Report 2015*. Prepared for Barrington Adult Youth Team Drug-Free Community.
8. Minugh, P. A. & Martineau, K. (2015). *Barrington Adult Youth Team Drug-Free Community: Parent Survey Report Fall 2015*. Prepared for Barrington Adult Youth Team Drug-Free Community.
9. Minugh, P. A. & Martineau, K. (2015). *Barrington Adult Youth Team Drug-Free Community: Biannual Youth Survey Report 2015*. Prepared for Barrington Adult Youth Team Drug-Free Community.
10. Minugh, P. A. & Martineau, K. (2014). *Providence Mayor's Substance Abuse Prevention Council Drug-Free Community: Annual Report 2013-2014*. Prepared for Mayor's Substance Abuse Prevention Coalition.
11. Martineau, K. & Minugh, P. A. (2014). *Central Falls Drug Free Communities Mentoring Evaluation: Final Report*. Prepared for Mayor's Substance Abuse Prevention Coalition.
12. Minugh, P. A., Janke, S. L., & Martineau, K. (2014). *Drug Free Communities Grant Year 4 Annual Report*. Prepared for Mercer Family Resource Center and Natrona County Prevention Coalition.
13. Martineau, K. & Minugh, P. A. (2014). *Barrington Adult Youth Team Drug-Free Community: Task Force Survey Report 2014*. Prepared for Barrington Adult Youth Team Drug-Free Community.
14. Minugh, P. A. & Martineau, K. (2014). *Barrington Adult Youth Team Drug-Free Community: Parent Survey Report Fall 2014*. Prepared for Barrington Adult Youth Team Drug-Free Community.
15. Minugh, P. A., Janke, S. L., & Martineau, K. (2013). *Laramie County DUI Court Evaluation*. Report prepared for the Laramie County Drug Court.
16. Minugh, P.A., Martineau, K., & Marcogliese, B. (2013). *Providence Drug-Free Community Annual Report 2012-2013*. Prepared for Mayor's Substance Abuse Prevention Coalition.
17. Minugh, P. A., Martineau, K., & Marcogliese, B. (2013). *Barrington Adult Youth Team Drug-Free Community: Task Force Survey Report 2013*. Prepared for Barrington Adult Youth Team Drug-Free Community.

18. Minugh, P. A. Marcogliese, B., Moisei, A. & Martineau, K. (2013). *Barrington Adult Youth Team Drug-Free Community: Biannual Youth Survey Report 2013*. Prepared for Barrington Adult Youth Team Drug-Free Community.
19. Minugh, P. A. & Martineau, K. (2013). *Barrington Adult Youth Team Drug-Free Community: Parent Survey Report Fall 2013*. Prepared for Barrington Adult Youth Team Drug-Free Community.
20. Minugh, P. A., Marcogliese, B., & Martineau, K. (2012). *Barrington Adult Youth Team Drug-Free Community: Marijuana Focus Group Results*. Barrington, RI: Datacorp.
21. Marcogliese, B., Moisei, A., & Martineau, K. (2012). *Providence Mayor's Substance Abuse Prevention Council Drug-Free Community: Youth Survey Report*. Providence, RI: Datacorp.
22. Marcogliese, B., Moisei, A., & Martineau, K. (2012). *Providence Mayor's Substance Abuse Prevention Council Drug-Free Community: Coalition Survey Report*. Providence, RI: Datacorp.
23. Martineau, K., Emerson, D., Marcogliese, B., & Minugh, P. A. (2012). *BAY Team Parent Survey Results: Fall 2012*. Barrington, RI: Datacorp.
24. Marcogliese, B., Martineau, K., Emerson, D., Gagnon, R., & Janke, S. (2011). *Tobacco-Free Providence cumulative process report: June 2010-April 2011*. Providence, RI: Datacorp.

TRAINING AND TECHNICAL ASSISTANCE

1. Janke, S. L., Martineau, K., & Minugh, P. A. (2017, November 17). *Central Falls Prevention Coalition: Roles & Responsibilities*. Prepared for Central Falls Prevention Coalition. Central Falls, RI.
2. Janke, S. L., Martineau, K., & Minugh, P. A. (2014, May 15). *Central Falls Prevention Coalition DFC Mentoring Strategic Planning*. Prepared for Central Falls Prevention Coalition. Central Falls, RI.
3. Minugh, P. A., Janke, S. L., & Martineau, K. (2014, January 16). *Strategic Prevention Framework Training*. Prepared for Central Falls Prevention Coalition. Central Falls, RI.
4. Minugh, P. A., Janke, S. L., Martineau, K. (2011, June 22-23). *Data Tools Made Easy Part II Trainer's Guide*. Prepared for SAMHSA: Substance Abuse and Mental Health Services Administration. Rockville, MD.
5. Minugh, P. A., Janke, S. L., Martineau, K., Brown, K. L. (2011, March 28-30). *Data Tools Made Easy Part I Trainer's Guide*. Prepared for SAMHSA: Substance Abuse and Mental Health Services Administration. Rockville, MD.
6. Marcogliese, B.M., Martineau, K. (2011, February 17). *Providence Tobacco-Free Campaign Data Collection Training*.



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EDUCATION

2026	Ph.D, In Progress	University of Rhode Island, (Psychology - Behavioral Science)
2023	M.A	University of Rhode Island, (Psychology - Behavioral Science)
2020	B.S.	University of Rhode Island, (Psychology)

CERTIFICATIONS

2023 From Excel to Power BI, Knowledge Accelerators via Coursera
2023 SQL for Data Science, University of California (Davis) via Coursera
2021 SAS, Getting Started with SAS Programming via Coursera
2021 Cornell University, Data Analytics
2020 Mental Health First Aid
2021 CITI Training HIPPA
2021 CITI Training Human Subject Research – Group 1 (Social Behavioral)
2021 CITI Training Human Subject Research – Group 2 (IRB Members)
2021 CITI Training Researchers
2021 CITI Training Social and Behavioral Research Best Practices for Clinical Research
2021 CITI Training Responsible Conduct of Research – RCR for Social/Behav/Ed Researchers
2021 CITI Training Revised Common Rule
2021 CITI Training COVID-19: Public Training Series – Participating in Vaccine Research
2021 CITI Training COVID-19: Public Training Series – Mental Health for Higher Ed and Health Care
2021 CITI Training OSHA Bloodborne Pathogens

EXPERTISE

- Missing data analysis
- Quantitative methodology
- SPSS
- R
- SAS
- Data processing, management, visualization, and documentation
- Data entry screen creation and management
- Needs Assessment and Evaluation

EXPERIENCE

***2023-Present* Analyst I, Datacorp**

- Analyst I responsibilities include supporting Project Directors/Senior Analysts in a variety of tasks including, but not limited to, SPSS and SAS programming, data management, statistical analysis, proposal and report writing, managing projects and project tasks.

***2022-Present* Teaching Assistant, University of Rhode Island**

- Teaching Assistant responsibilities include developing and facilitating workshops on a variety of software (e.g., R Studio, SAS, SPSS, etc.); providing statistical consultation for students and faculty/staff at the university; maintaining and providing access to software to students and faculty/staff on a regular basis.

2020-2023 Research Assistant, Datacorp

- Research Assistant responsibilities include assisting project team with a wide range of daily data entry, management, and cleaning tasks; creating documentation to accompany delivery of performance data; performing quality control of the data; maintaining and reviewing an inventory of data; aiding in the evaluation report.

2019–2020 Research Student, The Center for Behavioral and Preventative Medicine

- Research Student responsibilities included assisting the Project Director with data entry, auditing, and cleaning; conducting literature reviews; conducting quantitative surveys.

DATACORP SPECIFIC PROJECTS

2022-Present Steppingstone, Inc. "Project TCE-SP", Analyst

Steppingstone Incorporated's SAMHSA-funded Project TCE-SP (Targeted Capacity Expansion) targets a total of 240 individuals through an expansion of Steppingstone's Fall River Outpatient Clinic. The grant targets individuals with Opioid Use Disorder (OUD) who have chosen to receive medication-assisted treatment (MAT). The project addresses gaps in timely treatment by prioritizing serving persons who present with urgent needs. The project utilizes Steppingstone's expansive continuum of care, as well as its linkage agreements with local organizations to provide comprehensive recovery support services such as referral to permanent housing, employment, education, childcare, primary medical care, and other services as needed. Other activities include but are not limited to oversight of database design and creation for continuous data entry and management, monitoring through a self-correcting approach, development and maintenance of project deliverables, which include updating data at regular intervals, e.g., Disparity Impact Statement, process data, outcome data, and reporting in SPARS.

2022-Present Steppingstone, Inc. "Project SOAR2", Analyst

Steppingstone Incorporated's SAMHSA-funded Project SOAR2 (Supporting Opioid Addiction Recovery) consists of 220 adult male and female participants who meet the diagnostic criteria for Opioid Use Disorder (OUD) as determined by a comprehensive assessment and have chosen to receive Medication Assisted Treatment (MAT) in New Bedford (NB), MA. Additional goals of the program include but are not limited to: reduce illicit opioid use, cravings and increase engagement in treatment and RSS; improve participants' level of social functioning and community & family connectedness; place homeless participants in housing and increase their stability in housing; increase the number of participants with a stable source of income and employment; support participants to obtain healthcare & overdose prevention education; promote tobacco cessation and wellness; decrease participants' risky behaviors and recidivism. Other activities include but are not limited to oversight of database design and creation for continuous data entry and management, monitoring through a self-correcting approach, development and maintenance of project deliverables, which include updating data at regular intervals, e.g., Disparity Impact Statement, process data, outcome data, and reporting in SPARS.

2020-Present Vantage Point: Phoenix Project, Analyst

The Phoenix Project is a 6-month reentry program designed to address the needs of the ACI population to enhance their success when they return to their communities. Program participants are engaged in core program components that address various behaviors and states that constitute a healthy lifestyle, sound family relationships, and successful employment. The Phoenix Project uses trainers and providers who are certified and experienced in their respective fields. Datacorp became the evaluation team in May of 2020. The evaluation is designed to collect pre-program intake data and post-program data from former inmates six months post-release. As part of this work, Datacorp constructed new questionnaires to collect relevant indicators for the reentry program and implemented a self-correcting evaluation model providing ongoing data management and outcome results.

2020-Present Steppingstone, Inc. "Project ROAR3", Project Manager

Steppingstone Incorporated's SAMHSA-funded Project ROAR (Reentering Offenders Achieving Recovery), will serve adult offenders/ex-offenders with behavioral health issues who have been incarcerated in the Bristol County (MA) House of Correction and who will be returning to the community.

2020-Present Bristol County Reentry Project "Project BCRP", Project Manager

Steppingstone, Inc. was awarded the FY2020 Second Chance Act (SCA) grant for the Improving Reentry for Adults with Substance Use Disorders Program through the Department of Justice. The BCRP program assists pre-trial and/or community supervised individuals achieve stability with SUD/COD, Income and Housing by employing a treatment first approach which will be achieved by strengthening our collaboration efforts with Criminal Justice and Human Service Professionals throughout Bristol County. Primary goals include providing support and assistance to justice involved individuals to increase self-efficacy and decrease re-incarceration. As the evaluator, Datacorp supported efforts in planning and implementation of the program, identified primary reporting requirements, and selected data to meet the needs for process and outcome measures. The evaluation team collaborates with the implementation team and takes a primary role in monthly data monitoring and quarterly data reporting into the Department of Justice's Performance Measurement Platform.

2020-Present City of Providence, Partnerships for Success, Epidemiology Research Assistant

The City of Providence has contracted with Datacorp to provide epidemiological services for its Partnerships for Success grant. The scope of work includes assisting the project director with development and maintenance of project deliverables, which include updating data at regular intervals, e.g., Disparity Impact Statement, needs assessment, outcome data, reporting in SPARS (the project's federal reporting system), and developing and maintaining a prevention data infrastructure for the City of Providence. Other activities include but are not limited to conducting focus groups and key informant interviews, environmental scans, creating logic models, assisting with the development of strategic plan and subsequent community-level work plan, and collecting data for the evaluation of programs and activities implemented under the PFS grant. This contract also involves working with the coalition to assist the project director in support of capacity building aspects of the grant. Activities include ensuring data are collected and reported for all aspects of the grant and its programs, policies, practices, and strategies designed to reduce underage drinking, and tobacco and Electronic Nicotine Delivery Systems (ENDS) use.

2020-2023 Steppingstone, Inc. "Project FAHR2", Research Assistant

Steppingstone Incorporated's SAMHSA-funded Project FAHR (Focused Achievements in Housing and Recovery), to provide comprehensive services for homeless individuals/families with behavioral health issues. This grant will sustain and expand that effort, providing housing, behavioral health (including psychiatric care) and wrap-around services to individuals and families in Fall River, MA.

2020-2021 Steppingstone, Inc. "Project SOAR", Research Assistant

Steppingstone Incorporated's SAMHSA-funded Project SOAR (Supporting Opioid Addiction Recovery) consists of 300 adult male and female participants who meet the diagnostic criteria for Opioid Use Disorder (OUD) as determined by a comprehensive assessment and have chosen to receive Medication Assisted Treatment (MAT) in New Bedford (NB), MA. Additional goals of the program include but are not limited to: reduce illicit opioid use, cravings and increase engagement in treatment and RSS; improve participants' level of social functioning and community & family connectedness; place homeless participants in housing and increase their stability in housing; increase the number of participants with a stable source of income and employment; support participants to obtain healthcare & overdose prevention education; promote tobacco cessation and wellness; decrease participants' risky behaviors and recidivism.

2020-2024 SSTAR "Project SStarbirth", Research Assistant

SSTAR's SAMHSA-funded SStarbirth project aims to enhance a residential treatment program for pregnant and postpartum women and children utilizing evidenced based programming to improve treatment outcomes for both women and children. The program accommodates 12 women and their children (an average of 15 children) up to the age of 8 with rolling admission. All participants must meet DSM V criteria for substance use disorder and ASAM criteria for residential treatment. The priorities for admission to the residential program include: pregnant women with substance use disorders who are HIV positive or at serious risk for HIV (e.g., injection drug users); using heroin/opioids; and pregnant/postpartum women who are homeless or incarcerated. Pregnant/parenting women of low income with addiction issues are also a priority.

2020-2021 Rhode Island Department of Education, Team Nutrition Grant, Program Evaluation, Research Assistant

Datacorp has been awarded a multi-year contract to conduct a statewide evaluation of Rhode Island's Childcare Centers to assess the implementation of a program designed to increase consumption of fruits and vegetables among preschool-aged children, their parents, and teachers. Datacorp has developed a comprehensive process and outcome evaluation of this nutrition program.

PRESENTATIONS

Pauley, E., & Yang, M. (2024, August). Estimating the average treatment effect in RCTs with omitted moderation effects and missing data. Poster submitted at the 2024 American Psychological Association Annual Meeting, Seattle, Washington.

Pauley, E., Minugh, P.A., Mulvey, K., & Gilbert, T. (2024, August). An adaptation and evaluation of *Family Matters* curriculum with two marginalized populations. Post submitted at the 2024 American Psychological Association Annual Meeting, Seattle, Washington.

Pauley, E., & Yang, M. (2023, October). Handling missing data in randomized controlled trials with omitted moderation effects. Poster presented at the 2023 Society of Multivariate Experimental Psychology Annual Meeting, Iowa City, Iowa.

Pauley, E., & Yang, M. (2023, June). An evaluation of methods for handling missing data in randomized controlled trials with omitted moderation effects. Poster presented at the 2023 Modern Modeling Methods Annual Meeting, Hartford Connecticut.

Pauley, E., Minugh, P.A., Mulvey, K., Moise-Sears, L., & Gilbert, T. (2023, May). An adaptation and evaluation of *Family Matters* curriculum with Swahili- and Arabic-speaking refugee populations. Paper presented at the 2023 Society for Prevention Research Annual Meeting, Washington, D.C.

Pauley, E., Rafiee, P., Rothstein, M., Yang, M. & Stamates, A.L. (2022, October). Drinking motives and alcohol use behaviors during the early stages of the COVID-19 Pandemic. Poster presented at the 2022 New England Psychological Association Annual Meeting.

THESES/DISSERTATIONS

Pauley, E. M. (2023). An evaluation of methods for handling missing data in randomized controlled trials with omitted moderation effects. (Order No. 30688689). Available from Dissertations & Theses @ University of Rhode Island; ProQuest One Academic. (2897331456).
<http://uri.idm.oclc.org/login?url=https://www.proquest.com/dissertations-theses/evaluation-methods-handling-missing-data/docview/2897331456/se-2>

MANUSCRIPTS AND PAPERS IN PROGRESS AND UNDER REVIEW

Pauley, E., Minugh, P.A., Mulvey, K., & Gilbert, T. (In Progress). An adaptation and evaluation of *Family Matters* curriculum with Swahili- and Arabic-speaking refugee populations.

Carty, K., Minugh, P.A., **Pauley, E.**, & Mulvey, K. (In Progress). Adverse childhood events and target program achievements as a function of specified program component use in an incarcerated sample.

Pauley, E., & Yang, M. (Under Review). Handling missing data in randomized controlled trials with omitted moderation effects [Abstract]. *Multivariate Behavioral Research* Routledge DOI: 10.1080/00273171.2024.2310407

INTERNSHIPS

2018-2019 The Center for Behavioral and Preventative Medicine (Providence, RI)

- Maintained a 15 hour per week internship supervised by a professional seasoned Project Director.
- Maintained weekly data auditing.
- Completed monthly lab inventory.



Adam Tabares, B.S.
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EDUCATION

2023 B.S. University of Rhode Island, (Psychology)

CERTIFICATIONS

2021 CITI Training Human Subject Research – Group 1 (Social Behavioral)

EXPERTISE

- Data processing, management, visualization, and documentation
- Needs Assessments

EXPERIENCE

2023-Present **Research Assistant, Datacorp**

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INTERNSHIPS

2022 Newport Mental Health (Middletown, RI)

- Completed a 10+ hour per week internship supervised by a professional Project Director.
- Conducted NOMs (National Outcome Measures) interviews to collect important health data on persons receiving care in a Certified Community Behavioral Health Clinic.

2022-2023 Rhode Island Department of Behavioral Healthcare, Developmental Disabilities & Hospitals (Cranston, RI)

- Completed a 24 hour per week internship supervised by a professional Block Grant Planner.
- Gathered conference materials as requested for continuing education units.
- Completed an undergraduate research poster project.

Awards and Honors

2023 University of Rhode Island, Department of Psychology, Academic Excellence Award

CONFLICT OF INTEREST & DISCLOSURE FORM
I HEREBY CERTIFY that

I (*printed name*) P. Allison Minugh, Ph.D.
am the (*title*) President & CEO
and the duly authorized representative of the firm of (*Firm Name*) MJ Datacorp, Ltd.
whose address is 1621 Central Ave., Cheyenne, WY 82001


And I possess the legal authority to make this affidavit on behalf of myself and the firm for which I am acting; and,

Except as listed below, no employee, officer, or agent of the firm have any conflicts of interest, real or apparent, due to ownership, other clients, contracts, or interests associated with this project; and,

Neither the business nor any authorized representative or significant stakeholder of the business has been determined by judicial or administrative board action to be in noncompliance with or in violation of any provision of the Building Code Regulations of Laramie County, nor has any outstanding past due debt to Laramie County; and,

This proposal is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a proposal for the same services, and is in all respects fair and without collusion or fraud.

EXCEPTIONS (List)

Signature: 
Printed Name: P.Allison Minugh, Ph.D.
Firm Name: MJ Datacorp, Ltd.
Date: _____

Sworn to and subscribed before me this 2 day of February, 2024.
Notary Public - State of Wyoming.
My Commission expires Sept 26, 2024

(Printed, typed or stamped commissioned name of Notary Public) Rose Mary Garcia

