

A. Organization & Contact Information

Case Id: 11123
Name: ARCA - 2021/22
Address: *No Address Assigned

Completed by darrellb@arcanc.org on 11/20/2020 11:08 AM

A. Organization & Contact Information

The Request for Proposals and additional materials to assist with completing the application can be found on the City's webpage for [Community Agencies](#)

A.1. Organization Name

Addiction Recovery Care Association, Inc.

A.2. Project/Program

Community Center Expansion

A.3. FY 2021-22 Funding Request Amount

\$99,128.00

A.4. Agency's Total Operating Budget

\$3,500,000.00

A.5. Mailing Address

1931 Union Cross Road Winston-Salem, NC 2710

A.6. Project/Program Location Address

5755 Shattalon Drive Winston-Salem, NC 27105

A.7. Organization Website

www.arcanc.org

A.8. Year 501(c)(3) status obtained

1971

A.9. Organization Fiscal Year

2020-21

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Thom Elmore, Executive Director

A.13. Email

thome@arcanc.org

A.14. Phone

(336) 784-9470

CONTACT

A.15. Name, Title

Darrell Boyles, Special Projects Manager

A.16. Email

darrellb@arcanc.org

A.17. Phone

(336) 784-9470

BOARD CHAIR

A.18. Name

Cynthia Williams Brown

A.19. Term Expiration

12/31/2022

A.20. Email

williamsc@wssu.edu

A.21. Phone

(336) 750-2587

B. Project Overview

Completed by darrellb@arcanc.org on 11/20/2020 3:36 PM

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B. Project Overview

Please provide the following information

APPROACH (7 POINTS)

B.1. Provide a concise description of the proposed project/program, indicating specifically how City funds will be used. Briefly, what are the goals/objectives of the project/program?

The Addiction Recovery Care Association(ARCA) is expanding to a larger facility. This project has been met with some delays primarily due to design delays as well as COVID-19. All design work is complete and state and local approvals are completed. Certificate of Need (CON) is attached in section F. The roof replacement was completed in late October and HVAC replacement is underway.

This new facility will allow ARCA to more than double it's capacity and service more individuals suffering from substance use disorders. In this facility ARCA projects to serve up to 1,890 detox clients and up to 1,700 treatment clients per year. We are presently in the process of completing up fit for move mid-2021. This request is for assistance in the up-fit of a portion of the lower level of the facility we wish to utilize as a community recovery center that would serve our clients, their families, and the community. This will be a multi-purpose space that will include supportive services for clients. This will strengthen our capacity to offer integrative care treating the "whole person" by introducing healthy lifestyle choices for clients.

ARCA will offer a 'recovery-oriented" YOGA class, a low impact Tai Chi class, family groups, in addition to a fitness center. We will provide space for community 12 step (Alcoholic Anonymous (AA), Narcotics Anonymous (NA), and Al-Anon recovery groups to meet and also introduce 12 step recovery to our clients and their families. This space will also be available to the community for training, educational programs, and other events.

Numerous studies show that for each dollar invested in substance abuse disorder treatment, there is up to a \$12 return in economic benefits to the city and surrounding community. This is a result of increased productivity, reduced health care costs, social service costs, and criminal justice costs, and reduced social service costs. In other words, when people get clean and sober, they become more productive members of society. They are no longer in our jails, courtrooms, and emergency rooms. Overdoses are reduced. Deaths are reduced.

While this project will impact many of the City's strategic focus areas, we feel the most impact will be Safe and Secure Community through reduced crime.

ARCA is asking the city's support in funding the up fit of this part of the facility. We are asking for support with the expenses related to Furniture, Fixtures and Equipment.(FF&E)

B.2. How will a participant access the proposed project/program, use the services, and derive a beneficial outcome from participation?

Most of ARCA's clients are referred to ARCA from another facility or program(i.e. a hospital emergency room, another detox facility, or from the Forsyth County jail or District Attorney's office) ARCA also accepts self-referrals. Potential clients are screened for appropriateness to its program. Once someone becomes a client, their treatment plan will include goals that utilize the areas described in the lower level of the facility. Clients, their families, and community members would all utilize the furniture, fixtures, and equipment on a daily basis.

ARCA's own research show's more than 20% higher client program completion rates for those who participate in our family program. We would connect clients and their families with resources that encourage healthy choices including a

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new recovery-oriented lifestyle.

We would also offer the space to be used for educational purposes to educate the community. We will also conduct training and continuing education events related to substance use disorders and recovery.

B.3. Below, please provide anticipated service metrics into the appropriate fields.

Where applicable, applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings. If applicable and serving individual clients over a period of time.

Average Number of Participants Served at a Single Time

68

Maximum Number of Participants to Be Served at a Single Time

100

Unduplicated Total Number of Participants to Be Served During the Program Year

2,038

NEED (7 POINTS)

B.4. Describe the population(s) to be served. Describe the key demographic and economic characteristics of the clients to be served.

ARCA is a residential detox and treatment facility serving individuals with substance use disorders. ARCA serves a 38 county catchment area around the Piedmont Triad. Forsyth(30%) and Guilford(25%) Counties are by far where the largest number of clients originate. Approximately 75-80% of ARCA's clients do not have or cannot afford insurance. Many cannot meet the high deductibles on some plans. Approximately 70% of our clients meet the definition of homelessness.

B.5. Describe the unmet need that the proposed project/program seeks to address. Why does the population described above need the proposed assistance? Include data supporting the need.

ARCA is presently at capacity and usually on a wait. COVID-19 had impacted this. We reduced capacity in our present location to meet social/physical distancing requirements and continue to deliver services. Many people wind up in emergency rooms and jails due to their substance use disorders. ARCA works closely with all hospital emergency rooms in the area to connect those seeking help from substance use disorders to our services.

ARCA also is working with the local Sheriff and District Attorney to offer detox and treatment services to those justice-involved clients. (See collaboration section B6 below.)

Many long term treatment programs require individuals to complete a detox and/or treatment program before entering their program. For many, ARCA serves to break the cycle of addiction so the process of recovery can begin.

COLLABORATION (6 POINTS)

B.6. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?

ARCA collaborates with many organizations to ensure its services are made available where it makes sense. One

successful collaboration that has been working well and continues to grow is a joint collaboration with the Forsyth County Sheriff's department, the Forsyth County District Attorney's office, Forsyth County, Probation, and Insight Human Services. This collaboration started with the intention of reducing the jail population and recidivism. A large number of persons are arrested (and re-arrested) solely due to their substance use disorder. Incarcerated persons are offered an opportunity to get help if they want. It is a voluntary program. Individuals have the opportunity to have their criminal charges dropped or reduced if they can stay clean and sober for 1 to 2 years (depending on the severity of the charges.) This program involves the use of Vivitrol, a relatively new drug that blocks opiate receptors in the brain and keeps individuals from getting high on opiates. This gives a person a better chance to build a solid recovery program with reduced or no cravings. Vivitrol is also indicated for alcohol abuse.

Presently the program has been limited to individuals who are incarcerated. We plan to expand the program and also offer it to people who are facing charges but have bailed out of jail. We anticipate we will easily double the number of participants in this program.

Another pilot program we have includes working with Forsyth EMS Mobile Integrated Health Paramedics to bring appropriate folks to treatment directly via EMS. These paramedics are trained to screen clients for appropriateness and who to contact ARCA to check availability and schedule clients for admission. This avoids costly visits to the Emergency Room and gets people the care they need.

ARCA works with various agencies and other non-profit to provide education around substance use disorders. We assist with Crisis Intervention Training for Forsyth and other Counties in the area. We also provide training and education to Winston-Salem Forsyth County School System counselors and administrators.

We work with Harm Reduction organizations in the area to help reduce overdose risk through overdose kit distribution and provide priority admission to referrals from these groups.

We also plan to expand our collaboration to include additional groups like clergy and leaders of faith-based organizations. Often substance use disorders present to clergy through their families. ARCA will provide education and resources on how clergy can help their congregations and their families.

The aforementioned space and furniture, fixtures, and equipment will be utilized for these and more purposes.

IDIS Setup

No data saved

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IDIS Setup

Please provide the following information

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE

C. Strategy and Performance

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C. Strategy and Performance

Please provide the following information

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem adopted the [2017-2021 Strategic Plan \(2019 Update\)](#) as a guiding document to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council. Indicate which of the City's strategic focus areas your program aligns with best (select one):

Safe and Secure Community

C.2. Select the service area(s) that your project/program relates to:

- Housing/Homelessness
- Economic Development
- Construction Rehabilitation
- Poverty Reduction
- Arts and Culture
- Youth
- Public Safety
- Transportation
- Other

PERFORMANCE (15 POINTS)

C.3. Explain the plan for monitoring and evaluating the project/program. Also include the steps that will be taken if the stated program goals provided in C.5. are not achieved.

Our electronic health records system allows for tracking of program participants and their families. This system captures medical, clinical, and demographic data. The system also allows for client and family surveys to be conducted through a secure portal. We can monitor client progress via this system.

We feel confident program goals will easily be met unless there is a major event that causes operations to cease or become strictly curtailed. Should such an event occur, we could shift operations to a telehealth platform through our electronic health records system and continue to serve clients.

C.4. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.

PIMSY- our cloud based system developed by Smoky Mountain Information Systems, Inc. This robust system allow us

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to capture and track medical, clinical, and demographic data. All data is securely stored in a SQL database. The system also provides a client portal where we can conduct surveys after treatment and provide treatment and/or follow up via telehealth. Program participation can be reported on Monthly, quarterly, and annually. Additionally, recovery group meetings, events, and trainings will be easily tracked through our Microsoft 365 software applications. Specifically, electronic calendars in Outlook, Sharepoint and Teams.

C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.

Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.

Stated Program Goals	Program Activities in Support of Goals	FY 19-20 Previous Year Results	FY 20-21 Current Year Projected Results	FY 21-22 Next Year Anticipated Results
Work with District Attorney's office to get 24 individuals out of jail and into treatment (DATA program)	Program coordinators provide screening and acceptance in to the program with collaboration from the DA's office. ARCA provides treatment and supportive services, Probation and program coordinators monitor clients after treatment to ensure treatment goals met.	12 individuals were released from jail and entered the program	5 - due to covid causing courts to be closed as well as temporarily reducing capacity for treatment .	Enroll 24 clients in in the program. Estimate up to 16 successful completions.
Family program expansion by 50 %	Expand family program offerings to engage more families in the recovery process. This involves conducting multi-family groups, one on one family groups. And an introduction to self help groups geared to help families.	24 participants/month x 9 months = 216(temporarily suspended due to covid)	104 participants (temporarily suspended due to covid)	108 participants/monthx 12 months = 1296
12 step and other recovery group	Meeting space provided for self help	1709 clients served. all clients participate	1436 clients served (reduced due to	2861 clients served

meetings	groups to meet and also introduce recovery to our clients.	in meetings.	COVID)	
Continuing Education trainings and community outreach events	Host events to educate the community about substance use disorders and resources to help. Also host continuing education training events for substance use treatment professionals	None	None	2 events with up to 50 people each =100 people

	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	1,709	1,709
FY 20-21 Current Year Projected Results	1,436	1,436
FY 21-22 Next Year Anticipated Results	2,867	2,867

C.6. FY 19-20 Program Accomplishments

Obtained Certificate of Need approval to relocate existing treatment beds to new facility.
 Obtained Certificate of Need approval to add 32 new treatment beds to new facility.
 Quickly devised and implemented a response and operating plan to provide services during COVID-19
 Developed new funding resources to provide sustainability with reduced capacity during COVID.
 Began renovations on new facility. Completed new roof and began new infrastructure.

C.7. FY 21-22 Key Objectives

Our key objectives for for FY 2021-22 continue to be additional up fit to our new home and ramping up operations there. We will focus on expansion of services including serving more people. We will also work to expand service offerings including but not limited to the family program, DUI assessments and classes, Intensive Outpatient Services, and Medication Assisted Treatment.
 We will also devote attention to developing community events to educate the public about substance misuse as well as develop training programs for professionals working in the human services and behavioral health fields.

D. Organizational Capacity

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D. Organizational Capacity

Please provide the following information

MISSION (5 POINTS)

D.1. Provide an overview of the organization. Include the organization's mission statement and the major services, programs, and activities provided. How does the proposed project/program help advance the mission of your organization?

Founded in 1969, the Addiction Recovery Care Association, Inc. (ARCA) is a nonprofit organization with a mission to "provide treatment services, educate the community, and advocate for those in recovery" ARCA will soon be moving from its current campus which was the former home of the Union Cross Radar Station - built in the 1950s as a surveillance post for the U.S. Air Force. The property was re-designated for different use by the Air Force in the early '70s and the Department of the Interior transferred ownership of the property to Forsyth County. The county then leased the property to ARCA under a favorable lease agreement that was renewed in 2012 for 50 years. ARCA has been at the forefront of addressing substance use disorders in our community for more than 50 years. From this single location in Winston-Salem, ARCA provides medical detox and residential treatment services, as well as family programs and ongoing patient recovery programs to the area. As a CARF(Commission on Accreditation of Rehabilitation Facilities) accredited agency, ARCA's highly skilled and dedicated staff work together to create an atmosphere that fosters recovery from alcohol and other drugs. Last year ARCA served over 1,750 clients mostly from Forsyth, Guilford, and surrounding counties. Like other communities across America, ours is suffering from an opioid epidemic. Ten years ago, 70% of ARCA's clients were being treated for alcohol use disorder, and 30% for other drugs. In the recent past, those numbers flipped and at one point more than 70% of our clients were being treated for opiate use disorder. In North Carolina opioid deaths have increased by 881% from 2010 to 2015. In Forsyth County alone, we have seen a 307% increase in opioid deaths in the past 10 years. According to Forsyth County EMS reports, Forsyth County receives between 5 and 6 overdose calls per day and has had as many as 17 calls in one day. More recently, we are seeing alarming trends with alcohol, cocaine and crystal meth. This is due in part to COVID-19 associated stress, anxiety, and isolation/boredom. We anticipate that demand for our services will only increase especially with marginalized populations. Furnishing the lower level of the new space will complete our vision of providing a multipurpose collaborative space that will benefit our clients, their families, and the community as they begin their respective journey's in recovery. The furnishings will complete the space in order for us to provide meeting space for many groups like Alcoholics Anonymous, Narcotics Anonymous, Al-anon, Nar-anon, and more. This space will also allow us to accommodate and expand our Family Program, MAT groups, educational training events, community events, and more.

FUNCTION (5 POINTS)

D.2. How long has your organization been in operation?

51 years

D.3. How does your organization benefit and serve the City of Winston-Salem and its citizens?

Statistics show that for each dollar invested in addiction treatment programs yields a return on investment of

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between \$4 and \$7 in reduced drug-related crime, criminal justice costs, and theft. When the return on investment is applied to healthcare and social costs, the total return back to the community can exceed 12 to 1. ARCA accepts people with or without insurance. In fact, more than 75% of ARCA's clients are uninsured or underinsured. More than 70% of ARCA's clients are considered homeless. When people come to ARCA, they are no longer in jail, court, the emergency room, or utilizing resources like EMS. Clients successful in recovery are no longer a burden to resources. They become productive, tax paying citizens in our communities. ARCA serves on average 1,750 individuals per year, with Forsyth being the largest county we serve.

STRUCTURE (5 POINTS)

D.4. In the chart below, list key personnel involved in the proposed project/program.

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Special Projects Manager	Procure bids for furniture, fixtures, and equipment	2	0.00 %
Clinical Director	Manage scheduling of groups, meetings, and events	1	0.00 %
Administrative Assistant	Assist in scheduling of groups, meetings, and events.	1	0.00 %
Executive Director	Ensure project completion	1	0.00 %

D.5. List all executive staff and their compensation (other than per diem).

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Thom Elmore	Executive Director	\$74,095.00	0.00 %
Lisa Goins	Assistant Director	\$64,866.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

ARCAORGcharts2020.pdf

D.7. Please complete the Diversity of Employment and the Employment Profile below. See the [Request for Proposals \(RFP\)](#) for definitions of position types used in the Employment Profile.

Describe the hiring process and how it is structured to provide the most diverse candidate pool.

ARCA is committed to fostering, cultivating, and preserving a culture of diversity and inclusion. ARCA's staff are the organization's most valuable asset. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities, and talent that our employees invest in their work represents a significant part of not only our culture but our reputation and our organization's achievement as well.

We embrace and encourage our employees' differences in age, color, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique. ARCA takes pride in the fact that more than 50% of its employees are in recovery themselves.

Respecting Diversity(from our Policy and Procedure Manual):

ARCA employees will demonstrate respect for co-workers and persons served' cultural backgrounds. Employees will utilize interventions and services to incorporate consideration of persons served' cultural perspectives and recognition of barriers external to persons served that may interfere with achieving effective rehabilitation outcomes. Employees will not condone or engage in discrimination based on age, color, culture, disability, ethnic group, gender, race, religion, sexual orientation, marital status, or socioeconomic status.

Please enter the total number of **Full-Time** Positions and Employees you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers	2	1		4	1	
Professionals	2	2		6	3	
Technicians						
Office/Clerical				2	3	
Laborers/Service Workers	1	3	1	1	3	
Total Full-Time						

Please enter the total number of **Temporary/Part-Time** Positions (FTE) and Employees you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals	2	6	0	8	7	
Technicians						
Office/Clerical						
Laborers/Service Workers	1	3		1	3	
Total Part-Time/Temp						

D.8.



Attach a list of all Board Members AND compensation (other than per diem) ***Required**

ARCABoardORGchart2020.pdf

ARCA Board Member List JULY 2020.pdf

D.9. Number of full Board meetings held during the last twelve months

6

D.10. Number of Board's Executive Committee meetings held during the last twelve months

6

ABILITY (5 POINTS)

D.11. Describe the implementation or operational plan to get the proposed project/program up and running in a timely manner. Describe any key contingencies on which the startup depends. Please upload any maps, milestones, etc. to "F. Required Documents."

Up fit and construction are underway for the upper level. We plan to start on the lower level after our move in mid 2021. We anticipate renovations to be complete by September 2021 and ready for Furniture, Fixtures and Equipment

by October 2021. Project is dependent on pandemic conditions. if they worsen, this could slow down the project.

D.12. How do your policies and procedures (including marketing, outreach, eligibility determination and appeals) ensure fair and equal access to the benefits of the program to all persons who seek to participate?

Most of ARCA's clients are referred from other programs or facilities. For example, other detox facilities, emergency rooms, government agencies, and other providers. We maintain a presence on the internet and social media. We also strive to engage with several agencies and collaborative partners in the community that have high rates of people with substance use disorders. for example, homeless shelters, EMS, Harm Reduction groups, and law enforcement. This new location is centrally located on 3 major bus lines which also provides improved access to our facility and services.

ARCA believes everyone who is suffering from addiction issues, deserves that opportunity, regardless of their circumstance, If someone wants help, we want to be there for them.

E. Cost Effectiveness

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E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)

E.1. Please complete the table to show the organization's operating budget.

Expenditures by Program	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Program Services	\$5,580,048.00	\$5,012,000.00	\$5,885,628.00
Fundraising	\$0.00	\$0.00	\$0.00
Management and General	\$971,236.00	\$995,000.00	\$1,293,500.00
Total Expenditures by Program	\$6,551,284.00	\$6,007,000.00	\$7,179,128.00

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$2,905,933.00	\$2,470,000.00	\$3,612,878.00
Employee Benefits	\$696,428.00	\$591,000.00	\$776,250.00
Facility Rent and Utilities	\$136,436.00	\$145,000.00	\$155,000.00
Training and Conference Registration	\$19,500.00	\$500.00	\$20,000.00
Membership and Dues	\$0.00	\$0.00	\$0.00
Travel and Transportation	\$18,000.00	\$500.00	\$10,000.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$485,333.00	\$500,000.00	\$580,000.00
Other Operating Expenditures	\$789,654.00	\$800,000.00	\$1,025,000.00
Capital Outlay	\$1,500,000.00	\$1,500,000.00	\$1,000,000.00
Total Expenditures by Category	\$6,551,284.00	\$6,007,000.00	\$7,179,128.00

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$0.00	\$0.00	\$99,128.00
Forsyth County	\$566,831.00	\$566,831.00	\$500,000.00
State of North Carolina	\$130,000.00	\$130,000.00	\$1,000,000.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$3,711,453.00	\$2,717,169.00	\$4,550,000.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$10,000.00	\$10,000.00	\$20,000.00
Foundation Grants	\$1,750,000.00	\$2,200,000.00	\$1,000,000.00
Interest and Investment Income	\$8,000.00	\$8,000.00	\$10,000.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$375,000.00	\$375,000.00	\$0.00
Total Revenues by Category	\$6,551,284.00	\$6,007,000.00	\$7,179,128.00

Describe any amounts listed under "Other Operating Expenditures" or "Other Revenues." Provide details on any specific federal government revenue sources.

Other revenues include sale/disposal of assets when we vacate our current property. We have seen reduced revenues due to capacity reductions for physical/social distancing in order to meet covid protocols. We have also seen increased grant and other support revenues to offset some of this lost revenue. We have also seen increased operating expenses related to covid. Staff also took a 15% pay reduction(temporary) to help offset losses. This is why total revenues in fy 2020-21 are over all lower than anticipated.

E.2. Has the City of Winston-Salem provided funding in the past? If so, provide a funding history of the most recent five years of City contributions in the table below.

Year	Funding Source	Funding Amount
2019	No previous funding	\$0.00

E.3. Please complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Furniture	\$57,626.00	\$0.00	
Equipment	\$27,712.00	\$0.00	
Exercise/workout equipment	\$13,790.00	\$0.00	
	\$99,128.00	\$0.00	

E.4. For each activity and line item above, please provide a short but detailed description of how City resources will be used to carry out proposed programming.

Purchase of Furniture to be used by clients, family and community members.

Purchase of Audio/visual equipment to be used by clients, family, and community members

Purchase of exercise/workout equipment to be used by clients to begin to learn healthy choices around fitness activities.

E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.

N/A

E.6. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.

Last year was ARCA's first request for funding which was denied as all new funding requests were due to the COVID-

19 pandemic and economic uncertainty. Due to delays and funding challenges, we have decided to complete our project in phases as funding becomes available either internally or through new resources. ARCA is grateful for consideration of any funding towards our project. We are always looking for resources that will enable us to better serve our community. If we only receive partial funding, we will continue seeking additional resources to finish out the project.

SUSTAINABILITY (7 POINTS)

E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

This request is for a one-time purchase of furniture, fixtures, and equipment. There are no recurring expenses in this project.

ARCA has served Winston-Salem and the surrounding community for over 50 years. We are on the verge of moving to a larger facility and expanding our capacity to offer state of the art, integrative care to the community. This will mean an increase in the number of individuals served supported by an increase in staff and specific programmatic changes that promise to change the face of addiction treatment in the Triad for years to come. For the first time, one facility located in Winston-Salem will provide medication-assisted detox, residential treatment, family and after-care programs, including medication-assisted treatments (MAT). ARCA will also continue to advocate for those in recovery while educating the community about addiction.

Once ARCA has made the necessary structural changes and completed furnishing requirements for its new facility, the agency will be in a position to develop its collaborative base and resource development arm. The agency has enjoyed the support of The Winston Salem Foundation, The Kate B. Reynolds Charitable Trust, State Employees Credit Union (SECU), and Forsyth County. ARCA also has ongoing funded initiatives with Winston-Salem State University, Partnership for a Drug-Free NC, Winston-Salem Homeless Council, and Wake Forest University and Novant Health. The economic forecast as we advance in the COVID-19 era is tentative but well documented that the needs of those struggling with substance-use disorders are only increasing. Every indicator from the local, state and federal levels suggests that funding for collaboration initiatives to address addiction in our communities will be supported going forward.

BARRIERS (3 POINTS)

E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.

ARCA's construction project has met some delays. In pursuit of a facility that truly meets the Winston-Salem community's needs, several architectural and engineering considerations had to be figured in. With the intent to serve not only those in detox and residential treatment but also members of the community. These individuals may be involved in aftercare after treatment, long-term recovery, or outpatient programs, including medication-assisted treatment (MAT). Approval of the CON allows us to proceed as planned with the project.

Before the COVID-19 pandemic, the ongoing addiction epidemic was already considered a national health crisis. Winston-Salem knows first hand that the statistics are real. The rate of overdoses and subsequent deaths has inflicted a heavy price on our community. COVID-19 presents different challenges for both the substance using population and providers like ARCA that offer treatment services.

With hospitals and clinics focused on COVID-19 patients, people with addictions, who are often stigmatized and underserved, encounter additional treatment barriers. Stay-at-home mandates, social distancing, and physical isolation have resulted in increases in substance misuse, domestic violence, and suicides. ARCA has implemented the recommendations of the Centers for Disease Control (CDC), and the North Carolina Department of Health and Human Services (NCDHHS) guidelines. The recommendations include but are not limited to temperature checks, face masks,

social distancing (including one client per room). In spite of these challenges, ARCA remains committed to serving the Winston-Salem community by continuing to emphasize the recruitment, retention and training of professional clinical, nursing and support staff.

E.9. Describe any institutional barriers to project implementation (e.g. staff vacancies, pending departures, etc.) and your plans for overcoming them.

ARCA has already developed a staffing model for the new facility. Each department manager is aware of future staffing needs and already working to recruit qualified individuals in their respective areas. Our Human Resources Manager also works with department managers to fully develop recruiting, marketing and advertising activities. The Covid-19 pandemic could continue to impact our operations for quite some time. We have take steps to implement telehealth where possible in order to continue to serve Winston-Salem and the surrounding community. The new facility provides much needed space that will allow us to accommodate Covid-19 protocols and physical/social distancing requirements.

ARCA provides competitive compensation packages and a friendly positive work environment for it's employees. We continue to explore and develop recruitment and retention programs and policies that are conducive to today's workforce.

AVERAGE COST (5 POINTS)

E.10. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)

Proposed funds from the City for this project:	99128
Number proposed to be served for the year:	2867
Average City funds per beneficiary:	34.57
Proposed funds from all sources:	7179128
Number proposed to be served for the year:	2867
Average total funds per beneficiary:	2504

F. Required Documents

Completed by darrellb@arcanc.org on 11/20/2020 3:50 PM

Case Id: 11123

Name: ARCA - 2021/22

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

ARCA code of conduct&confilct of interest.docx

Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. *Required

ARCAFY2018-19 990.pdf

Organization By-Laws *Required

ARCA Bylaws 2020.docx

Articles of Incorporation *Required

ARCA Articles of Incorporation.pdf

Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required

ARCA P&P 2018.pdf

IRS 501(c)3 Designation Letter *Required

501 (c) (3) Letter.pdf

Audited financial statements or a third-party review *Required

ARCA - 2019 Financial Statements.pdf

North Carolina Secretary of State - Current and Active Status (<https://www.sosnc.gov/search/index/corp>)

***Required**

arcancsos2020 (1).pdf

Other

Floorplan and FF&E suggestions.pdf

ARCA Budget FFE WS 2021-22.pdf

Forsyth G-11908-20 Addiction Recovery Care Association 921416 Certificate of Need.pdf

Forsyth G-11909-20 Addiction Recovery Care Association 921416 Certificate of Need.pdf

G. Income Based Projects/Services Only

Case Id: 11123
Name: ARCA - 2021/22
Address: *No Address Assigned

Completed by darrellb@arcanc.org on 11/19/2020 10:18 PM

G. Income Based Projects/Services Only

** Complete this section only if you are requesting funds for a Community Development project (for CDBG, HOME and/or ESG funding).**

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

G.1. In the right-hand column below, indicate the number of participants to be served by the proposed project/program within each income category during the year. Click [here](#) to see Winston-Salem income limits by household size.

Income Range	# to be served
0 to 30% of median	0
31% to 50% of median	0
51% to 80% of median	0
Greater than 80% of median	0

G.2. Describe policies, procedures, and criteria for determining who is eligible. Describe the procedures for screening, eligibility determination, intake, assessment and orientation of participants

H. Construction/Rehab Only

Completed by darrellb@arcanc.org on 11/19/2020 10:27 PM

Case Id: 11123

Name: ARCA - 2021/22

Address: *No Address Assigned

H. Construction/Rehab Only

** Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project.**
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

H.1. Describe the proposed project, including any plans. If the project is approved, we will need a detailed work write-up.

H.2. Provide a projected timeline for the proposed work.

H.3. Describe how the project will be managed, including the contractor procurement process.

H.4. Describe the target market, including any special populations to be served.

H.5. Describe the services or program you plan to provide.

H.6. Describe the property management plan.

H.7. List the development team members.

H.8. Describe the financial capability of the sponsor/owner organization, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.

H.9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

Project Name	Address	Type of Project	No. Units	Govmt Funding
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Documentation

Market study or other analysis to verify the need for the project.

***No files uploaded*

Development costs that include a detailed sources and uses statement of all funds, including the requested loan from the City, in electronic format, preferably a spreadsheet.

***No files uploaded*

Operating pro forma that includes rent and operating cost assumptions and all estimated loan payments, in electronic format.

***No files uploaded*

Operating Budget

***No files uploaded*

Form 990

***No files uploaded*

I. Emergency Shelter Only

Completed by darrellb@arcanc.org on 11/19/2020 10:19 PM

Case Id: 11123

Name: ARCA - 2021/22

Address: *No Address Assigned

I. Emergency Shelter Only

** Complete this section only if you are requesting funds for an Emergency Shelter project.**

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

Emergency Shelter: Essential Services

Activity	Total Budget (\$)
Case Management	\$0.00
Child Care	\$0.00
Education Services	\$0.00
Employment Assistance	\$0.00
Job Training	\$0.00
Outpatient Health Services	\$0.00
Transportation	\$0.00
Legal Services	\$0.00
Services to Special Population	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$0.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$0.00
Utilities	\$0.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$0.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

J. Rapid Rehousing and HMIS Only

Completed by darrellb@arcanc.org on 11/19/2020 10:19 PM

Case Id: 11123

Name: ARCA - 2021/22

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

** Complete this section only if you are requesting funds for a Rapid Rehousing project.**

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

Rapid Rehousing Financial Assistance

Activity	Total Budget (\$)
Rent Assistance	\$0.00
Rental Application Fees	\$0.00
Security Deposits	\$0.00
Last Month's Rent	\$0.00
Utility Deposits	\$0.00
Utility Payments	\$0.00
Moving Cost Assistance	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$0.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	\$0.00	\$0.00

Submit

Completed by darrellb@arcanc.org on 11/20/2020 3:51 PM

Case Id: 11123

Name: ARCA - 2021/22

Address: *No Address Assigned

Submit

I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.

D. G. Boyles

Electronically signed by darrellb@arcanc.org on 11/20/2020 3:51 PM