

Program Overview

Completed by swessell@trosainc.org on 4/6/2022 2:54 PM

Case Id: 15151

Name: Wessell, Sarah - 2022

Address: *No Address Assigned

Program Overview

Please provide the following information.



City of Winston-Salem
ARPA Transformational
Non-Profits Application

City of Winston-Salem
P.O. Box 2511
Winston-Salem, NC 27102
336-727-8000
ARPA@cityofws.org

This application portal is to request funding from the City of Winston-Salem as part of the Transformational Non-Profits Application Process. Applications received through this portal will only be reviewed by the City of Winston-Salem. Other jurisdictions may have separate application processes. Please contact other jurisdictions (e.g., Forsyth County) for instructions regarding requests to those jurisdictions.

Submitting an application does not guarantee funding. Please see the section below regarding the scoring process. The Mayor and City Council will have final decision-making authority regarding program funding requests.

Non-profit organizations may submit funding requests for capital or operating costs.

Minimum Criteria

- Must be registered non-profit organization (includes faith-based organizations providing a public purpose)
- Must have been incorporated as a non-profit for at least one year

Scoring Process and Matrix

All completed applications will undergo a review to ensure required documents are attached. Fully completed applications will be reviewed by selected City staff members and scored based on the scoring matrix approved by the Mayor and City Council. [Click here](#) to view the scoring matrix. Scored applications will be reviewed by the City's Management Team for potential recommendation to the Mayor and City Council who will have authority to appropriate funding for programs.

Staff reserves the right to contact any applicant to request clarification or additional details regarding application responses and materials.

Defining Performance Measures

Sections of the application will reference performance measures and outcomes as required by the U.S. Department of Treasury. Specifically, the application will request workload and effectiveness/outcome measures. Please see this video (<https://www.cityofws.org/2809/Performance-Measures-Video>) for general information on performance measures.

Upcoming Application Orientation Session

The City will host a virtual application orientation session on April 1, 2022 at 10:00 am. The meeting will take place virtually via the Zoom platform and will also have a live simulcast on the City's YouTube page. The link for that meeting will be posted the morning of the meeting to the website: www.cityofws.org/clfrf

Contact Information

For any questions or concerns, please email ARPA@cityofws.org or call City Link at 336-727-8000.

A.Contact Information

Completed by swessell@trosainc.org on 4/21/2022 3:06 PM

Case Id: 15151

Name: Wessell, Sarah - 2022

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

Triangle Residential Options for Substance Abusers, Inc.
(TROSA)

A.2. Mailing Address

1820 James St. Durham, NC 27707

A.3. Organization Website

<https://trosainc.org/>

A.4. Year 501 (c)(3) Status Obtained

1,994

A.5. Organization/Agency Fiscal Year

2,022

A.6. Federal Tax ID Number

A.7. Federal DUNS Number

A.8. Federal SAM Registered?

Yes

ORGANIZATION/AGENCY CONTACT INFORMATION

EXECUTIVE DIRECTOR

A9. First Name

Keith

A10. Last Name

Artin

A11. Title

President & CEO

A12. E-mail

kartin@trosainc.org

A13. Phone Number

(919) 419-1059

BOARD CHAIR

A14. First Name

Theron "Tad"

A15. Last Name

vanDusen

A16. E-Mail

tvandusen@williamsmullen.com

A17. Phone Number

(919) 618-5281

A18. Term Expiration Date

06/30/2024

B. General Project Information

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Case Id: 15151

Name: Wessell, Sarah - 2022

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B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

TROSA-Triad Campus Phase II Development

B.2. Project Location/Address

1931 Union Cross Rd. Winston-Salem, NC 27107

PROJECT CONTACT/MANAGER

B3. First Name

Janice

B4. Last Name

Kalin

B5. Title

Chief Development Officer

B6. E-Mail

jkalin@trosainc.org

B7. Phone Number

(919) 419-1059

C. General Project Narrative

Completed by swessell@trosainc.org on 4/21/2022 3:07 PM

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C. General Project Narrative

Please provide the following information.

C.1. Provide description of project and how funds will be used

TROSA serves individuals with chronic substance use disorders who enter the program under a variety of circumstances. Last fiscal year, nearly half of our residents were unemployed before coming to TROSA, and 46% were homeless. 87% of residents had been incarcerated, and 65% had a felony record. 86% did not have health insurance, and many had a dual diagnosis of mental illness and substance use disorder. Some TROSA residents do not read or write, and 24% did not have a high school diploma/GED. Our residents come from diverse backgrounds, but they all turn to TROSA to overcome the debilitating disease of addiction and to change their lives.

For 27 years, TROSA has positively impacted thousands of lives and filled a critical service gap in the region by providing services at no charge. As a multi-year residential program, TROSA helps individuals with substance use disorders become productive, recovering individuals by providing comprehensive treatment, counseling, vocational training, leadership training, education, and continuing care. We provide these services at no cost to an average of over 400 residents daily.

TROSA requests grant funding to support our expansion to Winston-Salem, North Carolina. The Winston-Salem campus, "TROSA-Triad," will be modeled after the organization's successful and award-winning program in Durham. Once fully operational, TROSA-Triad will have a daily capacity of up to 200 residents. To reach full capacity, TROSA will need to renovate and build on the Winston-Salem property. TROSA has a long-term lease on a property, owned by Forsyth County, located at 1931 Union Cross Road. The City's funding would assist with the renovation of an existing dormitory, which will increase the total daily capacity at this campus and enhance the quality of life of the residents living there. The dormitory renovation will create a safe, comfortable, "at-home" feeling for our residents living on-site during the two-year program.

Housing is a critical component of TROSA's long-term residential program. Most of our residents do not have safe, stable housing prior to coming to TROSA. We want our residents to feel "at home" at TROSA, and we strive to provide housing that is comfortable, safe, attractive, secure, and fosters a sense of community. Having quality accommodations for our residents promotes longer stays in treatment, which results in an increased likelihood to maintain recovery and employment once no longer in the TROSA program.

The existing dormitory on the property requires thorough renovations and upgrades before it is fit for use. This building was constructed in the mid-1900s, and requires significant updates in order to be safe, functional, and inviting for our residents. Planned renovations include asbestos remediation, lead-based paint remediation, and a major overhaul of all living quarters, office space, community space, and restrooms (including adding more showers). Not only will these renovations and upgrades enhance the quality of life for TROSA's residents, but they will also add value to the property.

TROSA is currently working with architects, surveyors, and engineers, and has completed and phased development plan that will allow TROSA-Triad to grow to 200 residents over several years. TROSA broke ground on Phase I of construction in August 2021; which includes site work, construction of two congregate living buildings, and building a dining hall.

Elements of Phase I will be completed in summer of 2022, and the campus will begin operations at that time. Initial service capacity will be 96 residents. Phase II construction and renovations will begin in summer of 2022, and will increase service capacity to 200 residents. Phase II includes the renovation of staff housing, renovation of resident housing (the focus of this grant request), construction of two additional congregate living buildings, a gymnasium, and a community building. We anticipate that Phase II will be complete by the end of 2024.

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

As a residential, substance use treatment center, all TROSA-Triad participants will have access to the completed project. The building specific to this grant request will serve primarily as a residential space, but will also have community and office areas. Residents will use the buildings of Phase II construction daily, and will benefit from having a safe and comfortable place to seek treatment at no cost.

TROSA strives to minimize barriers for entry into our program. TROSA-Triad will make substance use treatment more appealing and accessible to individuals in Winston-Salem, the Triad, and western NC. Our no-cost treatment enables people to get the care that they otherwise would be unable to receive due to price and/or insurance requirements. Besides eliminating the cost barrier for treatment, TROSA also admits people that may be ineligible for entry into other treatment programs due to their criminal record or dual diagnosis of substance abuse and mental health disorders. Because of TROSA's exceptional reputation and history, referrals from family members, friends, employers, and agents of the criminal justice system are a primary way that individuals learn about the program. TROSA also conducts outreach through jails and prisons.

C.3 Total estimated number of unique participants to be served annually

200

C.4. Will program beneficiaries be only residents of Winston-Salem?

No

Describe the other areas (counties) that will benefit

TROSA-Triad will accept residents from any state or part of North Carolina. This project will result in an increase in residents from the Triad and western North Carolina due to the proximity of treatment when compared to TROSA's main campus in Durham. Currently, people from the Triad and western North Carolina who have substance use disorders have very limited options for long-term, no-cost treatment.

Estimate the percentage of beneficiaries that will be residents of Winston-Salem

10.00 %

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$0.00

C.6. Total Capital Funding Request

\$500,000.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

July 1, 2022 - June 30, 2023

C.8 Operating Spending Timeframe

n/a

D. Project Budget Categories

Completed by swessell@trosainc.org on 4/21/2022 3:08 PM

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D. Project Budget Categories

Please provide the following information.

Use templates below to input **the total** Project Budget (**only requested expenses and estimated revenues related to the program or project for which you are requesting funding**) by clicking **Add Column**. Please include all funding from the City and other sources.

Operating Costs	Total
N/A	\$0.00
	\$0.00

Capital Costs	Total
Material	\$90,519.00
Subcontract	\$1,026,647.00
Equipment	\$32,818.00
Other (Taxes, Benefits, Insurance, Permits)	\$46,170.00
Contractor Fees	\$83,731.00
	\$1,279,885.00

PROJECT/PROGRAM REVENUE CATEGORIES

Please fill out the revenue estimate table. **Note: operating revenues and expenses must be balanced (be equal).**

Operating	Total
N/A	\$0.00
	\$0.00

Please list below all known/expected **individual** grants and contributions totaling 10% or more of the project's budget.

Note: capital revenues and expenditures must be balanced (be equal)

Capital	Total
City of Winston-Salem ARPA Grant (Pending)	\$500,000.00
State of North Carolina (Granted)	\$779,885.00
	\$1,279,885.00

E. Demographic and Geographic Distribution

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Completed by swessell@trosainc.org on 4/21/2022 3:09 PM

E. Demographic and Geographic Distribution

Please provide the following information.

Demographic distribution is an assessment of the level of the project funds spent on a program or service provided at a physical location in a Qualified Census Tract (QCT), OR where the primary intended beneficiaries live within a QCT, OR whether the program benefits residents that earn less than 60 percent of median income for the City, OR whether over 25 percent of program beneficiaries are below the federal poverty line.

E.1 Is this project/program located in a QCT or serve residents that live in a QCT?

Yes

If yes, what percentage of clients served are estimated to be residents of QCTs? ([Click here](#) to view the QCT mapping tool)

100.00 %

E.2 If the project or program is not a QCT or specifically serve residents in a QCT, will residents meet the follow criteria:

25% or more of participants below the federal poverty line or participants served make less than 60% of the Area Median Income

The project/program does not operate in a QCT, and beneficiaries neither reside in a QCT nor meet the income thresholds mentioned above.

F. Alignment to Strategic Plan

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F. Alignment to Strategic Plan

Please provide the following information.

Strategic planning is a process in which organizational leaders determine their goals and objectives, and allocate needed/limited resources to successfully achieve those goals and objectives. [Click here](#) to view Winston Salem's Strategic Plan. The Strategic Plan includes three (3) tiers of priorities:

Tier 1:

- Focus on job creation/sustainability and workforce development
- Collaboration and funding for pre-K opportunities
- Funding for affordable housing
- Funding for economic development

Tier 2:

- Poverty reduction/cessation
- COVID reopening plan
- Community engagement (Power of connections)
- Funding for arts

Tier 3:

- Community Fundraising
- Environmental initiatives
- Address digital divide
- Address childcare needs
- Neighborhood maintenance
- Organization efficiency and public-private partnerships
- Law enforcement reform

F.1. Please select the primary priority from the list above addressed by your project/program.

Tier 1

F.2. Please select the secondary priority from the list above addressed by your project/program.

Tier 2

F.3. Please describe how the workload or outcomes from your project/program addresses the primary priority you

selected.

Throughout TROSA's nearly 28 year history in Durham, it has developed a reputation for fostering work-ethic, integrity, and reliability in program participants. These characteristics, in combination with the skills and education that residents attain while in the program, make TROSA graduates highly desirable by local employers. Manufacturers, landscaping companies, moving companies, hospitality businesses, and substance use detoxification centers are a few of the industries that frequently pursue TROSA graduates. TROSA also serves as a potential employer of our graduates. More than two-thirds of TROSA's staff graduated from TROSA or a similar treatment program.

Employment is a primary indicator of success in recovery. Individuals with substance use disorders that are employed demonstrate a decreased likelihood to return to substance use, participate in criminal activity, and violate parole. These people are more likely to maintain their recovery and experience a successful transition from long-term treatment to financial independence (Substance Abuse and Mental Health Services Administration: Substance Use Disorders Recovery with a Focus on Employment and Education. HHS Publication No. PEP21-PL-Guide-6 Rockville, MD: National Mental Health and Substance Use Policy Laboratory. Substance Abuse and Mental Health Services Administration, 2021).

Many people with substance use disorders face challenges with employability. The data on TROSA's population reflects this. Of those served last fiscal year, 48% were unemployed and 46% were homeless at program entry. 87% percent of residents had been incarcerated, 65% had a felony, and 24% did not have a high school diploma or GED. TROSA's comprehensive treatment model is unique because our multifaceted approach addresses many elements that are absent in other substance use recovery programs. We recognize that for those in active recovery a well-balanced, social, life of purpose is crucial to maintaining sobriety. For many transitioning out of long-term treatment, a primary source of purpose stems from their job.

While receiving substance use treatment at TROSA, residents also participate in vocational training. By gaining experience, learning new job skills, enhancing dependability, and practicing professionalism, residents are readied for successful entry into the workforce. Professional certifications and classes are available to residents to further enhance their marketability.

TROSA's Continuing Care Program is fundamental in individuals successfully transitioning to self-sufficiency. The Program consists of classes, job-seeking assistance, budgeting assistance, transportation to/from work, low-cost housing, and more. During the final three months of a resident's program at TROSA, they seek and gain employment with a local employer. This stage of the program, referred to as "Work-Out," enables residents to continue receiving no-cost treatment, while gaining independence and earning an income. Since they have no costs while in the program, resident wages are kept in and accumulate in an account. Once discharged from the program, the residents receive their nest egg of saved wages. This, and the other elements of the Continuing Care Program, minimize the stressors of the transition to independence so that individuals can prioritize their job and integration into the larger community.

Additionally, TROSA prioritizes eliminating barriers for individuals to receive substance abuse treatment. By making care accessible to as many as possible (most significantly through the program being cost-free and not requiring insurance), we provide the opportunity for a better life in recovery (that includes increased employability) to people of all demographics, capabilities, and backgrounds.

Local employers and businesses throughout the state benefit from TROSA's creation of qualified and dependable jobseekers and employees. The NC Chamber of Commerce reported in July 2021 that the demand for skilled employees far surpasses the supply of jobseekers; causing strain on business operations. Manufacturing, hospitality,

and farming - industries particularly important to Winston-Salem - are some of the hardest hit industrial sectors. The headline of a WRAL article from August 2021 provides a dire forecast: "Despite booming economy, labor shortage could be long-term problem in NC." TROSA will assist in easing this imbalance by generating an eager workforce that has the technical skills, soft skills, and dependability that employers desire.

G. Collaboration

Completed by swessell@trosainc.org on 4/21/2022 3:09 PM

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G. Collaboration

Please provide the following information.

Collaboration is when an organization is partnering or proactively working with one or more external stakeholders to achieve the same goal.

G.1. How many other external partners, organizations, stakeholders will you be collaborating with to provide the project/program?

3+

G.2. Please provide the names of the organizations and the roles they will serve in the project/program?

As an organization, TROSA has a wide network of support at its Durham campus, which includes members of the law enforcement, healthcare, and education communities. Similar relationships are being built in the Triad and currently include partnerships with:

Addiction Recovery Care Association (ARCA) - Detox and Referrals

Atrium Health Wake Baptist Medical Center - Detox, Psychiatric Assessments, Medication, and Crisis Management

Cone Health - Detox, Referrals, and Medical Support

Daymark - Crisis Stabilization

Forsyth County Criminal Justice Project Reentry Council - Advocacy

Forsyth County Department of Public Health - Referrals and Resident Service Provider

Forsyth Technical Community College - Education Services

Green Tree Peer Center - Referrals

Insight Human Services - Transitional Support Services, Short-Term Residential Treatment, and Outpatient Treatment

Mental Health Association of Forsyth County - Referrals and Provider Network

Path of Hope - Transitional Support Services and Short-Term Residential Treatment

Second Harvest - Food Assistance

Winston-Salem Probation Judicial District - Referrals and Resident Service Provider

Winston-Salem State University - Education Services

For this capital project, TROSA has contracted with:

Coulter Jewell Thames - Development Consultant

CT Wilson - General Contractor

MHAWorks - Architect

H. Administration/Reporting

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H. Administration/Reporting

Please provide the following information.

Per U.S. Treasury rules and associated guidance, the City's framework for using these funds aligns with specific administrative reporting requirements. The administration/reporting criterion has three core elements: 1) the organization's/project's development of clear performance indicators and measurable outcomes, 2) the use of evidence-based interventions, 3) and the City's evaluation of organization and project risk.

H.1. Please clearly define the workload and outcome measures that are associated with your project/program

Workload	<p>Workload 1: The Winston-Salem campus will have the capacity to serve up to 200 residents daily once Phase II is completed. Service will include recovery services, housing, food, clothing, educational opportunities, vocational training, and medical care at no-cost.</p> <p>Workload 2: Behavior modification, recovery services, cognitive therapy, and life-skills training will be part of each resident's substance use recovery program. Individualized care will be available to those requesting a counselor and/or psychiatrist.</p> <p>Workload 3: Residents will participate in therapeutic groups at TROSA (e.g., Anger Management, Grief & Loss, and Dialectical Behavior Therapy).</p> <p>Workload 4: Residents without a high school diploma or GED will participate in GED prep classes after 6 months at TROSA.</p> <p>Workload 5: Residents with one year or more in the program are eligible to take college courses.</p> <p>Workload 6: Residents will have the opportunity to earn employment-based certifications and licenses (e.g., ServSafe certification and commercial driver's licenses).</p> <p>Workload 7: Provide 40 hours of vocational training per week to all residents with more than 30 days at TROSA.</p> <p>Workload 8: After 18 months, residents will take a six-week employment readiness class.</p> <p>Workload 9: Through its Continuing Care program, TROSA will offer graduates</p>

	low-cost, sober housing, transportation to/from work, free meals in TROSA's cafeteria, and relapse prevention classes.
Effectiveness/Outcome	<p>Outcome 1: Through therapeutic classes, groups, and counseling (optional), 100% of residents will improve mental health outcomes and increase coping skills in order to maintain sobriety.</p> <p>Outcome 2: 100% of residents will increase education or training while in TROSA's two-year program.</p> <p>Outcome 3: Because of the vocational training and educational opportunities provided to residents, 95% of graduates will obtain employment upon leaving TROSA or stay at TROSA as a "post-graduate."</p> <p>Outcome 4 : One year after graduating from TROSA, at least 90% of graduates will remain sober and employed, and at least 95% will remain free of any new criminal convictions.</p>

H.2. Does the project/program use evidence-based interventions?

Yes

Please provide a link to (or attach a copy of) the evaluation of the program model

<https://nida.nih.gov/publications/principles-drug-addiction-treatment-research-based-guide-third-edition/evidence-based-approaches-to-drug-addiction-treatment/behavioral-therapies>

Program Model Evaluation

***No files uploaded*

H.3. For transparency purposes, the risk matrix is attached. This is NOT required, however, you can self-assess if you wish. Please fill out and upload the [Risk Matrix](#).

Risk Matrix

Risk Assessment.pdf

I. Capacity

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I. Capacity

Please provide the following information.

An organization's capacity can be defined as its ability to implement the proposed project, as characterized by the alignment of its mission and vision with the proposed project, existing internal infrastructure to support it, and its plan for implementation and assessment of project success.

I.1. Please provide your organization's vision and mission statements and explain the alignment between the proposed project/program and the organizational mission.

Vision Statement: Rebuilding lives; reclaiming futures

Mission Statement: TROSA is an innovative, multi-year residential program that empowers people with substance use disorders to be productive, recovering individuals by providing comprehensive treatment, experiential vocational training, education, and continuing care.

The project compliments TROSA's mission by increasing the organization's capacity to serve individuals with substance use disorders. It will also allow for increased outreach and accessibility to people in Winston-Salem, the Triad, and western North Carolina in need of treatment.

I.2. Describe the organization's current infrastructure and capacity to deliver the program services or complete the project. Include any relevant current programming and experience providing similar services.

TROSA was established in 1994 in Durham, NC. Since our inception, the organization has grown into the largest, licensed, residential substance abuse treatment program in the state. TROSA-Durham currently serves an average of 400 residents each day. Once completed, TROSA-Triad will be able to serve 200 residents each day. Due to TROSA's nearly thirty-year existence, and the remarkable outcomes of the larger, TROSA-Durham, TROSA is confident in our ability to make substantial impacts on those entrusted to our care at TROSA-Triad. Throughout our history, TROSA has embarked on multiple capital projects including a Women's Program campus, Comprehensive Care Center (which houses TROSA's Admissions, Counseling, and Medical departments), dormitories, and property renovations. TROSA has a trusted partnerships with architects and construction companies who the organization is contracting with for the TROSA-Triad project.

TROSA's overall operations are monitored and assessed by our Board of Directors. Once the Triad campus becomes operational, an advisory board specific to the Winston-Salem campus will contribute to oversight. While many of the advisory board members have been identified, the formal organization of the advisory board is still being drafted. Advisory board members will primarily come from the Triad, and will be familiar with the larger community's culture, needs, and opportunities.

In order to ensure that TROSA successfully opens the campus in Winston-Salem and meets the established timeline and goals, TROSA has staff members dedicated to the Winston-Salem project. Establishing a campus in Winston-Salem has been the result of several years of expansion planning. Keith Artin (Chief Executive Officer), Kristen Rosselli (Chief

Operating Officer), and Brian Buland (Associate Director of Special Projects) are responsible for the high-level planning and oversight of all aspects of our expansion efforts. Other key TROSA staff members involved in the expansion efforts include Kim Chambers (Chief Financial Officer), Karen Kelley (Chief Program Officer), and Janice Kalin (Chief Development Officer). Chambers is responsible for the budgeting and fiscal management of the project, Kelley is responsible for planning and development of the programs at our new campus, and Kalin is responsible for the project's capital campaign. Finally, TROSA's Construction Manager and in-house General Contractor, Alan Seawell, is involved in all phases of construction on the Winston-Salem campus. He works directly with our architects, surveyors, engineers, and building contractors to oversee the construction process.

TROSA has also begun the hiring process for staff members who will work primarily in Winston-Salem. So far, TROSA has hired the roles of Senior Director of Community Partnerships, Triad Program Director, and Triad Operations Director. TROSA's Senior Director of Community Partnerships is responsible for conducting outreach in the Triad, helping to build broad community support and develop community partnerships that will make TROSA's Winston-Salem program successful. TROSA's Triad Program Director will be responsible for overseeing therapeutic programs and services offered at our new campus in Winston-Salem. The Triad Operations Director will oversee the social enterprises (TROSA Thrift Store and TROSA Lawncare) and internal departments. In addition to these staff positions, TROSA plans to move a total of five staff members from TROSA-Durham to TROSA-Triad in 2022 to begin setting up initial programs and operations. As construction continues and TROSA's resident population in Winston-Salem increases, TROSA will hire an additional 13 full-time staff members. We will focus on hiring and promoting from within TROSA-Durham's staff and senior residents (a resident who stays on at TROSA after graduating from the two-year program). TROSA is committed to having a significant majority of our staff be graduates of our program. About two-thirds of TROSA's staff members are graduates of TROSA or a similar recovery program, and we plan to continue hiring from our pool of graduates for the future positions in Winston-Salem. Once we reach full capacity in Winston-Salem, we will have a total of 18 full-time staff members working there.

I.3. Describe the program/project implementation plan. Include any known barriers to success and how those will be overcome

In 2022, TROSA's Winston-Salem campus will begin serving residents. Phase I of the TROSA-Triad project consists of two congregate living buildings and a kitchen/dining hall. The congregate living buildings (which can house a total of 96 residents) are nearing completion, and will house the initial program participants. Because of an unforeseen and uncontrollable event, the kitchen and dining hall building will be completed later in the year. TROSA has contracted with an external caterer until meals can be prepared on-site. Residents will participate in vocational training at the Winston-Salem TROSA Thrift Store (3187 and 3191A Peters Creek Parkway) or in one of the organization's internal departments (e.g., construction and transportation).

Phase II will begin in summer of 2022. Elements of Phase II include construction of staff and resident housing, renovations of existing buildings for resident housing, and construction of a gymnasium and community center. Anticipated phase completion is in 2024, with the capacity to serve up to 200 residents. As the resident population grows, TROSA will establish a second social enterprise in Winston-Salem - TROSA Lawn Care.

TROSA-Triad will benefit from its proximity to TROSA-Durham; especially since the Winston-Salem campus will take time to reach full residential and operational capacity. TROSA-Durham is poised to provide all necessary logistical support as the new, satellite campus begins operations.

Market conditions have significantly increased the costs associated with the TROSA-Triad project. These increases require TROSA to seek additional and diverse funding sources so that this much-needed project is not delayed.

I.3a. Describe the program assessment plan including how the data will be collected for selected performance metrics and any other evaluation tools that will be used to determine program/project success.

We measure the success of TROSA's program using both quantitative and qualitative metrics. TROSA documents all services provided to residents. Our program staff members assess each resident's progress through ongoing observation, counseling, and motivational interviews. As a Therapeutic Community, TROSA relies on every member of the community – both staff and those in the program – to evaluate one another on an ongoing basis and provide constructive feedback and peer counseling.

Observations and data for each resident are collected in TROSA's internal client database, Fresh Start, which tracks each client's progress in detail over the course of the multi-year program. We maintain detailed records on each of our clients, which include: county of residence, length of stay, vocational training assignments, educational classes, group sessions attended, and resident/staff observations. These records afford us the ability to document services provided to all residents.

In addition, we also check in with residents each month through client satisfaction surveys to assess residents' overall experience with the program. These survey results are shared quarterly at our Clients' Rights Committee meetings, and any questions or concerns regarding the data are addressed there. TROSA also maintains records of residents nearing completion of the program, and tracks services offered to these residents. We conduct exit interviews as people near program completion, and follow-up interviews with graduates one year after they complete treatment. This allows us to gather information and feedback on a wide range of metrics: from housing and employment status, to sobriety and involvement with the criminal justice system.

The progress and performance of the Winston-Salem campus will be monitored and assessed by TROSA's Board of Directors, the Winston-Salem advisory committee, and executive staff.

J. Impact/Community Need

Completed by swessell@trosainc.org on 4/21/2022 3:10 PM

Case Id: 15151

Name: Wessell, Sarah - 2022

Address: *No Address Assigned

J. Impact/Community Need

Please provide the following information.

Impact/Community needs concern whether or not the proposed project will address an identified need within the community and what the short term (One year) and long term (3 years) impact of this project will be

J1. Describe the identified community need for this project/program. Cite specific data or studies/reports that have identified this as a community need.

Preliminary data from the CDC indicates that there were more than 105,000 overdose deaths in the US during the 12-month period ending in October 2021. The CDC also reports that fentanyl-attributed overdoses are now the leading cause of death for adults age 18-45. The prevalence of fentanyl in the illicit drug market is compounding the opioid epidemic and making substance use even riskier. Statewide, there was a 40% increase in overdose deaths from 2019 to 2020. Data gathered, so far, for 2021 shows an increase in deaths from 2020 (NCDHHS, 2022).

Forsyth County is critically impacted by the opioid epidemic. Preliminary data shows that the rate of Forsyth County substance-use related ED visits increased by nearly 20% in 2021 compared to 2020 (NCDHHS, 2022). This fiscal year, Winston-Salem is in the top 10% of cities/towns represented in TROSA's population, and Forsyth County is in the top 20% of counties represented in TROSA's population.

TROSA's comprehensive treatment is critical to saving the lives of individuals with substance use disorders. Benefits of treatment extend beyond the individual, and affect their families, friends, and the larger community.

J2. Describe the short-term impacts of the project/program and how they align with the community need identified above.

Most importantly, lives are saved by residents being in treatment and in recovery rather than in active addiction.

Upon admission into the TROSA program, all resident needs are provided at no-cost so that the individuals can focus on their recovery and developing the foundation for a better life. Residents do not have to worry about paying for housing, meals, transportation, or any other essential cost. TROSA covers these costs so residents can focus solely on their recovery, and to minimize barriers to entry for those needing substance abuse treatment.

At entry, residents begin learning evidence-based coping skills, life skills, and recovery tools that will serve as their foundation in recovery. All residents participate in therapeutic groups and have the opportunity for individual counseling.

Because TROSA's treatment model includes experiential vocational training, residents begin learning job skills early in the program. The model enables residents to earn more responsibilities and autonomy as their knowledge and experience increase. Vocational training and professional certification opportunities increase employability so that when a resident leaves the program they benefit from an increased likelihood of maintaining steady, quality employment.

Residents also have the option to participate in academic opportunities while in the program. By increasing their knowledge base, and earning degrees and certifications, they are better prepared for the workforce and more desirable to potential employers.

J3. Describe the long-term impacts of the project/program and how they align with the community need identified above.

TROSA's primary goal is to save lives through recovery. Our purpose is to give people the knowledge, resources, and sense of community needed to maintain long-term recovery. Long-term recovery goes hand-in-hand with stable employment, housing, relationships, and more.

Substance use disorders affect more than the people that have them. The impacts are felt by friends, family members, employers, the criminal justice system, healthcare providers, and more. By examining and remediating the disorder and its coinciding behaviors, TROSA strives to break the negative cycle of addiction.

TROSA not only helps individuals achieve self-sufficiency, but also has a profound impact on the community. In 2017, RTI International conducted an independent study and found that TROSA saves the state of North Carolina \$7.4 million per year in criminal justice and healthcare costs. Further, the National Institute on Drug Abuse estimates that every \$1 invested in substance abuse treatment yields a return of \$12 in reduced drug-related crime, criminal justice costs, theft, and healthcare costs. Based on this quantification, the City's investment would yield significant savings to the community and would empower hundreds of people to rebuild their lives and achieve sobriety, self-sufficiency, and economic stability.

Graduate outcomes are a testament to TROSA's exceptional treatment model. Last fiscal year, 152 individuals graduated TROSA's two-year substance use treatment program. Ninety-six percent of the graduates obtained full-time employment by their graduation date or stayed at TROSA as a "senior resident." Senior residents are selected by staff, serve as role models for other residents, and continue their vocational training and treatment at no charge. Residents can also stay beyond their graduation date in order to further their formal education or to pursue opportunities to join TROSA's staff. One year after graduation, TROSA conducts follow-up assessments. Graduate respondents to the follow-up surveys issued last fiscal year report that 96% maintained recovery and 91% remained employed. Verified through the NC Department of Public Safety, 98% of last fiscal year's graduates did not have a new criminal conviction. These numbers are especially impressive when considering the scale of the TROSA program.

Winston-Salem will benefit from having a TROSA campus, just as Durham has. Since many TROSA graduates will remain in Winston-Salem, the city will benefit by having qualified members of the workforce that contribute to the community's growth and well-being. TROSA graduates from Durham may choose to relocate to Winston-Salem where they can benefit from the city's more affordable cost of living while also keeping close to TROSA's recovery community.

J4. Referencing previous section on outcomes, describe how the impacts noted above will be measured.

As a result of this grant project, TROSA anticipates achievement of the following outcomes:

- TROSA will begin operations on a small scale in Winston-Salem in summer of 2022.
- TROSA will complete renovations on the dormitory by the end of 2023, which will allow TROSA to house 20 additional residents on the Winston-Salem campus; thus, increasing TROSA's total daily capacity.
- Admissions to TROSA from Winston-Salem and Forsyth County will increase due to the location and accessibility of the new TROSA-Triad campus.
- By the end of 2024, TROSA's total daily capacity at our Winston-Salem campus will increase to 200 residents, which will allow TROSA to meet the growing need for our cost-free treatment model and serve more individuals from Winston-Salem, the Triad, and western North Carolina.

In addition to the above goals, TROSA will be able to report on a variety of outputs and outcomes that occur on the Winston-Salem campus. This will include: number of individuals served, number to participate in educational classes, number to participate in employment readiness activities, number to regain a driver's license, number to participate in counseling and/or psychiatry, and much more.

TROSA will document all services provided to our residents. Our program staff members assess each resident's progress through ongoing observation, counseling, and motivational interviews.

TROSA works. Surveys show that one year post-treatment, 96% of graduates remain sober, 91% are employed, and less than 2% have had a new criminal conviction. This self-reported relapse rate of 4% is significantly lower than other substance abuse treatment programs.

K. Funding Stability

Completed by swessell@trosainc.org on 4/21/2022 3:10 PM

Case Id: 15151

Name: Wessell, Sarah - 2022

Address: *No Address Assigned

K. Funding Stability

Please provide the following information.

Funding stability is an assessment of both the organization's annual funding and the planned funding mechanism for the project/program from grants, donations, sales, and other income generators. To the extent possible, the City wishes to ensure applying entities have sustainable funding sources outside the City's ARPA allocation. An entity will be deemed as having superior funding stability if it demonstrates at least three years of sustainable grant, contribution, and/or fee-based revenues to cover operating costs. The entity must also demonstrate commitments from other organizations to cover the full cost of project deficits or future-year operating costs (in combination with realistic fee-based revenue assumptions).

K.1. Have your organization's operating revenues covered operating expenses the last three years?

Yes

K.2. Approximately what percentage of your organization's total budget is covered by competitive grants that you must re-apply for?

7.00 %

K.3. What percentage of your project/program's budget is covered by City ARPA funds as part of this request?

39.00 %

K.4. Please provide narrative on funding for this program after City ARPA funding has been exhausted.

TROSA's income comes from a variety of sources: social enterprise revenue, in-kind donations, government support, individual contributions, foundation and corporate funding, and other sources. TROSA's emphasis on providing residents with vocational training has created an innovative funding structure. TROSA residents participate in a variety of social enterprises that help sustain the organization by generating a large percentage of what it costs to run our comprehensive program services each year. This includes earned income from our successful social enterprises (TROSA Moving, TROSA Lawn Care, TROSA Thrift Store, and TROSA Holiday Tree Lots), and from residents training in our In-Kind Department that make targeted asks for millions of dollars in donations of food, medicine, personal care products, and other items we use on a regular basis. We rely on support from the government and traditional philanthropic donations/grants from individuals, corporations, and foundations for the remaining funding necessary to provide our services free of charge.

Once TROSA's Winston-Salem campus is fully operational, it will be nearly self-sustaining through our social enterprises and in-kind donations. We anticipate that at least 80% of our Winston-Salem budget will be funded through our social enterprises and in-kind donations. The small remainder will be funded through government support and traditional philanthropic grants and donations. This is a major incentive to support TROSA's expansion to Winston-Salem, as the return on investment is huge. By investing in TROSA's expansion efforts to Winston-Salem, the City will help ensure that TROSA can operate on a nearly self-sustaining basis for years to come. Moreover, the City's support will allow TROSA to serve individuals from Winston-Salem and surrounding areas at no cost, empowering thousands of people at TROSA-

Triad to rebuild their lives and achieve sobriety, self-sufficiency, and economic stability. The impact of Winston-Salem's support will continue to multiply for years, if not decades, as TROSA continues to operate in Winston-Salem.

If this grant request is awarded, TROSA will use funds from a variety of sources for the remaining costs associated with the TROSA-Triad project. Government and foundation funds have already been secured that will contribute to a portion of the overall TROSA-Triad construction project. TROSA will continue to seek additional revenues to compensate for the funding gap.

K.5. Please attach commitment letters from other organizations showing financial support for the project/program.

Commitment Letters

Commitment Letters.pdf

L. Representation

Completed by swessell@trosainc.org on 4/21/2022 3:10 PM

Case Id: 15151

Name: Wessell, Sarah - 2022

Address: *No Address Assigned

L. Representation

Please provide the following information.

Representation deals with how diverse an organizations leadership is compared with community demographics, which includes Winston-Salem's race/ethnic backgrounds as well as gender. Local non-profit organizations should reflect the communities they serve. Since organizations are requesting to receive ARPA funding through the City, we must ensure these entities hold themselves accountable to having diverse staff and leadership panels

L.1. Provide a list of board members including the race, ethnicity, and gender identification for each member.

Name	Race	Ethnicity	Gender Identification
Keith Artin	White	Non-Hispanic	Male
Tad vanDusen	White	Non-Hispanic	Male
T Stran Summers	White	Non-Hispanic	Male
Tom Allin	White	Non-Hispanic	Male
Damian Beauchamp	White	Non-Hispanic	Male
Greg Britz	White	Non-Hispanic	Male
Callie Dunn	White	Non-Hispanic	Female
Tia Jones	Black/African American	Non-Hispanic	Female
Randall Kaplan	White	Non-Hispanic	Male
Felix McDaniel	White	Non-Hispanic	Male
Fran Mauney	White	Non-Hispanic	Female
Joyce Mitchell-Antoine	Black/African American	Non-Hispanic	Female
Peter Oliver	White	Non-Hispanic	Male
Miles R Palmer	White	Non-Hispanic	Male
Jinky Rosselli	Asian	Non-Hispanic	Female

M. Required Documents

Completed by swessell@trosainc.org on 4/21/2022 3:11 PM

Case Id: 15151

Name: Wessell, Sarah - 2022

Address: *No Address Assigned

M. Required Documents

Please provide the following information.

For North Carolina Secretary of State - Current and Active Status, [Click Here](#)

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Conflict of Interest & Whistleblower Policies.pdf

Copy of the agency's latest 990 Form as submitted to the Internal Revenue Service *Required

Form 990 (2020).pdf

Organization By-Laws *Required

Bylaws (Updated Aug 2016).pdf

Articles of Incorporation *Required

Articles of Incorporation.pdf

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

Employee & Accounting Manuals.pdf

IRS 501(c)3 Designation Letter *Required

IRS Determination Letter.pdf

Most recent audited financial statements or a third-party review *Required

Audit (FY 20-21).pdf

North Carolina Secretary of State - Current and Active Status *Required

North Carolina Secretary of State Search Results.pdf

N. Submit

Completed by swessell@trosainc.org on 4/21/2022 3:11 PM

Case Id: 15151

Name: Wessell, Sarah - 2022

Address: *No Address Assigned

N. Submit

Please provide the following information.

I certify that all information entered into this application is true.

Sarah Wessell

Electronically signed by swessell@trosainc.org on 4/21/2022 3:11 PM

04/21/2022