



State of West Virginia

5/10/2024

OSF-7	Primary Location	Applicant
Opioid Settlement Fund	No location	 Alexandra Mahaffey
Application		 304-346-0811 ext. 1072
Status: Active		 amahaffey@goodwillkv.com
Submitted On: 5/8/2024		 107 Capitol Street
		Charleston, WV 25301

## Internal Section

### Decision

—

### Award Amount

—

### Additional Comments

## Certification

**PLEASE CERTIFY THAT YOU HAVE REVIEWED THE SCHEDULE A CORE STRATEGIES AND SCHEDULE B-APPROVED USES**

### Digital Signature\*

 Alexandra Mahaffey  
May 8, 2024

[Click here for more information.](#)

## Contact Information

Organization Name\*

Goodwill Industries of Kanawha Valley,  
Inc.

Address\* ⓘ

PO Box 353

Website (if applicable)

www.goodwillkv.com

Phone Number\* ⓘ

304-346-0811 ext 1072

Email Address\*

amahaffey@goodwillkv.com

✉ Tax ID Number

Tax ID Type\*

TIN

Tax ID Number\*

\*\*\*-\*\*-0828

## Project Summary

**Please provide a narrative overview or summary of your proposal, including but not limited to the following:**

**1. Brief description of the proposal \***

Goodwill of Kanawha Valley (Goodwill) proposes to implement a Substance Use Disorder Transitional Employment Program more commonly referred to as SUD-TEP that will serve Kanawha County residents in the ongoing battle against the opioid epidemic. This program will be the first of its kind in the southern part of the state; the program offers a paid training component to assist individuals out of poverty and reduce recidivism rates among individuals suffering from substance use disorder and associated challenges.

## **2. Purpose and key anticipated outcomes\***

### **Purpose:**

The purpose of the SUD Transitional Employment Program (SUD-TEP) is to address the pressing issue of substance use disorder (SUD) in Kanawha County, West Virginia, by providing comprehensive support services to individuals transitioning from recovery to reintegration into the workforce. The program aims to tackle the economic, social, and health repercussions of SUD by offering a structured 16-week curriculum focused on soft skills development, workplace readiness, and employment opportunities within Goodwill.

### **Key Anticipated Outcomes:**

**Hiring and Training SUD Employment Specialist:** By the end of the first three months, the program aims to hire and train a qualified SUD Employment Specialist who will oversee day-to-day operations, conduct participant screenings, and facilitate collaborative case management.

**Implementation of Program:** Successful implementation of the program within the specified timeframe, ensuring adherence to program guidelines and performance tracking under the oversight of Megan Payne, Goodwill KV Director of Program Services.

**Marketing and Advertising:** Effective marketing and advertising efforts to promote the program to outside entities, resulting in increased enrollments and participation.

**Capacity Building:** Capacity to serve 12-16 participants at a time on a rolling 16-week schedule, with a focus on optimizing program operations and sustainability.

**Participant Placements in Employment:** Successful placement of program participants in employment opportunities within Goodwill Kanawha Valley and other partnering organizations, contributing to their economic stability and community reintegration.

**Extended Follow-up Support:** Provision of post-program support for an additional 120 days to ensure sustained recovery and employment success for participants.

**Enhanced Program Effectiveness:** Implementation of tracking systems and capacity-building initiatives to enhance program effectiveness and sustainability, with a focus on long-term outcomes and impact.

**Promotion of Inclusive Community:** Fostering an inclusive community by promoting diversity, equity, and cultural competency among staff and program participants, ensuring accessibility and responsiveness to the needs of all individuals, including those from marginalized communities.

### **Number of Individuals projected to be served in year one:**

Projected # of Participants Enrolled : 55

Projected # of Participants to Graduate: 44

Projected # of Participants Placed in Employment: 25

These anticipated outcomes align with the mission of Goodwill to provide vocational services and employment opportunities to individuals with disabilities, including those with substance use disorder, enabling them to achieve their full potential and make a meaningful impact on the lives of program participants and the community at large.

**3. Individuals or communities served\***

The target population of individuals served by this program are those who are in the latter stages of a substance use recovery programs and are residing in post recovery or sober living facilities. These individuals will have successfully completed a treatment program and be residing in a facility that provides active case management and other support services. Participants in this program will be those that have the greatest barriers to employment. Although Goodwill provides services over a 20-county footprint this funding will only be used to assist individuals in Kanawha County with a long-term goal of sustaining the program and expanding across the entire Goodwill footprint.

**4. Amount of funding requested\***

250000

**5. Amount of any bids or cost estimates received to date, if applicable**

79700

**6. Amount of matching funds raised or committed by your organization\***

308975

**7. Source of matching funds raised or committed by your organization\***

The source of matching funds will come from Goodwill's current operations.

**8. How Opioid Settlement funds, if awarded, will be used\***

This funding will assist in participant Paid Training salaries and related costs at 50% of the total budget for this line item expense. It will fund a employment specialist for the program and its specific needs with a 100% coverage of salary and related fringe costs. The opportunity will assist with supply and operational costs at 30%. This funding includes marketing and community education funds for the targeted areas that will be served. A match of 50% of the cost of a new passenger van to support transportation needs for participants in the program is the final vital expense that will be asked for in this collaboration. The attached budget details, by expense group, the needs of the program and the allocation of the \$250,000 ask in this request.

**9. Which Core Strategies or approved uses will be met\***

This initiative aligns with Kanawha County interests by offering vital support to mitigate the opioid crisis, reducing relapse rates, and fostering long-term recovery and stability among affected individuals. Furthermore, by addressing the root causes of addiction and offering job training and employment opportunities, the program contributes to rebuilding the state's workforce and economy, which have been severely impacted by the epidemic. The successful implementation of the SUD-TEP program will address the following core strategies:

Expansion of warm-hand off programs and recovery services: The SUD-TEP program will accomplish this by targeting three objectives:

1. Broaden scope of recovery services to include co-occurring SUD or mental health conditions;
2. Provide comprehensive wrap-around services to individuals in recovery including housing, transportation, job placement/training and childcare; and
3. Hire additional social workers or other behavioral health workers to facilitate expansion above

On a state level, tackling the opioid epidemic in West Virginia is crucial for several reasons. Firstly, the state has consistently ranked among the highest in opioid-related overdose deaths per capita, making it a focal point in the broader national effort to combat substance abuse. Secondly, the economic and social consequences of the opioid crisis in West Virginia reverberate beyond state borders, affecting neighboring regions and the nation as a whole. Therefore, initiatives like the SUD-TEP Program not only serve the immediate needs of West Virginians but also contribute to broader national interests by addressing a pressing public health and economic challenge. By investing in comprehensive rehabilitation and reintegration services, the program not only saves lives but also strengthens communities and supports long-term prosperity and stability.

**10. How long it will take you to complete the project if awarded funding**

We anticipate this program will be fully operational within a year of launching.

## Proposal Details

### **1. Please describe the problem or need which your project seeks to address\***

Substance Use Disorder has become a global crisis. However, the epicenter has been in rural Appalachia, and particularly West Virginia. Per the CDC data since 2017, substance use rates in West Virginia have been among the highest in the nation by a landslide (90 deaths per 100,000 overdoses); doubling the rate from overdoses in the last five years. The ripple effects of the drug epidemic placed a particularly heavy burden on the state of West Virginia. Increased rates of substance use disorders not only cause a spike in overdose deaths, but directly correlate to increased rates of crime, unemployment, child abuse and neglect and a high rate of low-wage jobs; Consequences of the opioid epidemic are estimated to total an economic loss of more than \$7 billion.

According to the U.S. Bureau of Labor Statistics (BLS), the national workforce participation of eligible workers at the end of 2022 was 63.1% while West Virginia ranked the lowest in the nation, at only 53.2% (July 2022). Monthly data from West Virginia Workforce shows unemployment rates over the last three years have stayed on par with the national average, but this does not reflect the current economic climate in many rural counties.

Kanawha County has been profoundly affected by the opioid epidemic and the broader crisis of substance use disorders. Individuals struggling with addiction often face significant barriers to employment, including access to reliable transportation, stigma, mental health disorders, criminal records, and gaps in work history. As a result, many individuals in recovery find themselves trapped in a cycle of unemployment, poverty, and relapse. Goodwill aims to address some of these barriers by providing the Substance Use Disorder Transitional Employment Program (SUD-TEP) in Kanawha County.

**2. Please provide the details regarding the design and strategy of your proposal\***

In February of 2024, Goodwill merged with SW Resources located in Parkersburg, WV. Due to the organizations having similar missions, and serving the same demographics, the transition was seamless. The merger highlighted the amount of existing complementary programs and provided an opportunity to utilize the expertise of staff from both organizations to expand services offered to individuals with disabilities and other vulnerable populations. Since 2020, SW Resources has been successfully operating the Substance Use Disorder Transitional Employment Program or SUD-TEP. Over the last four years there has been evidence of a growing need for more programs tailored to individuals in the latter stages of recovery, with an emphasis on wrap around supports and paid training.

The Substance Use Disorder program operated by SW Resources plays a crucial role in addressing the opioid epidemic, which has significant implications at both the state and county level. The SUD-TEP program provided by SW Resources is currently the only paid training program in the state for individuals in recovery transitioning back into the workforce. Providing comprehensive reintegration services for individuals battling substance use disorders, SW Resources' program directly combats the devastating effects of opioid addiction on local communities.

Goodwill proposes to mirror this program and pilot the SUD-TEP program in Kanawha County with the long-term goal of sustaining the program to provide it to citizens throughout Goodwill's entire 20-county footprint. Utilizing SW Resources proven model, Goodwill can offer the SUD-TEP program to the residents of Kanawha County and fill a critical gap in post-recovery services.

Currently, there is not another paid training program for those in recovery in the southern part of the state or more specifically, in Kanawha County. Without stable employment, individuals may struggle to meet their basic needs, leading to financial instability, housing instability, and other stressors that can undermine recovery efforts. Transitional employment programs offer participants the opportunity to earn a steady income, improve their financial situation, and work towards long-term self-sufficiency. In addition, the SUD-TEP program places a heavy emphasis on wrap-around support services. Participants will receive an abundance of services focused on overcoming common barriers and challenges such as transportation, childcare, healthcare access and mental health.

The SUD Transitional Employment program (SUD-TEP) is a 16-week program designed for individuals transitioning from recovery back into the workforce. Program participants will work within Goodwill's existing business lines, while simultaneously improving soft skills that will increase employability after program completion. The program utilizes an established online training curriculum provided by Source America. This curriculum includes resume building, interview skills, workplace communication, job searching, and everyday life skills training modules. Participants will spend 25% of their time during the 16-week program completing these modules, while 75% of their time is used working in Goodwill business lines. Participants will be paid for 100% of their time despite having to spend a portion of their time working on skills outside the workplace.

A major component of the program is to provide post recovery support in the development of soft skills, attending court dates/support groups and any other applicable requirements such as obtaining proper identification. This provides stability to participants while obtaining additional skills to mitigate chances of relapse and re-entry to previous lifestyles. Other objectives for the program will

be providing education on various life skills and job readiness techniques that will not only enable them to be gainfully employed, but also become an active participant in their community.

Transitional employment programs have been proven to be effective for several reasons. Many individuals in recovery lack the job skills and confidence needed to succeed in the workforce. Transitional employment programs like the SUD-TEP, provide participants with hands-on training, job coaching, and skill-building opportunities tailored to their individual needs. By gaining practical work experience and receiving positive feedback and support from supervisors and peers, participants can enhance their employability and develop the confidence to pursue long-term career goals.

Transitional employment programs also foster a sense of belonging, community, and mutual support, helping individuals rebuild their social networks and develop healthier relationships. Social integration is an important protective factor against relapse and can significantly enhance individuals' overall well-being and quality of life.

### 3. Please provide your project timeline\*

#### **Please provide your project timeline**

The SUD-TEP program will be rolled out in three phases over a 12-month period. The goal is to have the program fully operational at the end of 12-months.

#### **Months 1-4:**

1. Hiring a employment specialist to run the SUD-TEP Program
2. Begin soliciting from local and regional businesses the timeline, quotes, and requirements to procure a transport vehicle that is ADA compliant.
3. Begin training the employment specialist and familiarizing existing staff with the program and how it will be implemented.
4. Develop milestone metrics and expected outcomes.
5. Develop and implement a marketing strategy to recruit participants into the program. Send program information to community stakeholders and providers to ensure a consistent pipeline of referrals. Prepare for a 12-person caseload by the end of month 4.

#### **Months 5-8:**

1. Implementation: begin serving the first 12 participants of SUD-TEP
2. Continuous recruitment of participants to enroll a full caseload of 16 by month 8.
3. On going data tracking, identifying any gaps in services, identifying how great the need is highlighting areas of excellence and improvement.

#### **Months 9-12**

1. Increasing the case load of participants from 12 to 16
2. Ensuring staff have the resources to successfully execute the program.
3. Evaluation of participant progress and program effectiveness
4. Develop a process for post program support and engage stakeholders and community partners to effectively assist participants.
5. Maintain active communication with participants who have exited the program for a minimum of 120 days.

**4. Please provide your project's total proposed budget.\***

See attached

**5. Please list any partners in this proposal, and the partner's role and your relationship with them. \*****Partners and Collaborations:**

**West Virginia Jobs & Hope** – Refers participants to the SUD-TEP program as well as provides resources to program participants such as assistance obtaining identification documents, driver's license, and other social support services.

**Workforce West Virginia** – Has partnership with area recovery centers and acts as an intermediary that will funnel referrals for SUD-TEP program. Additionally, Workforce will assist with long-term job searching supports, and on-the-job training support resources.

**Source America Academy** – Source America is providing all our participants access to their Source America Academy free of charge. This is where the new "Soft Skills Curriculum" is accessed via web-based platform.

**Family Care Centers:** Accept referrals from Goodwill to assist individuals actively in SUD-TEP with dental and medical services. Additionally, will refer qualifying individuals back to Goodwill that could qualify for the SUD-TEP program.

**Prestera Center:** Will accept referrals from Goodwill to assist individuals within the SUD-TEP program with any mental health challenges.

**6. Please identify the anticipated leadership of the proposal and upload/attach their resume(s) or CVs\***

Megan Payne, Director of Mission Services  
SUD-TEP Employment Specialist

**7. Please describe your plan for sustainability of the project or initiative after the grant award has been exhausted**

Utilizing the Goodwill's socioeconomic engine, our goal is to pilot the program in Kanawha County with this funding and then eventually open the program to individuals throughout Goodwill's 20-county footprint. Participants will have access to the entire catalogue of mission programming provided by Goodwill at our prosperity centers, and satellite locations. This will decrease the amount of outsourcing required and increase the level of participant follow-up. Last, this funding will allow Goodwill the opportunity to implement standard operating procedures creating continuity in services enabling us to continue the program without start-up costs, and offer the program to a larger pool of individuals in need.

## Organization Information

**1. Please provide your organization's mission statement. \***

To help individuals overcome barriers to actively participate in their community.

**2. Describe the history of your organization, tell us about your current programs and activities\***

Goodwill Industries of Kanawha Valley has been working to provide employment, education, and training to people with barriers to employment. A barrier to employment impedes an individual's ability to work. Whether physical/mental disability, lack of credible work history, time spent incarcerated, lack of reliable transportation, individuals facing recovery, or those dealing with systemic poverty, we serve those who need our assistance entering gainful employment.

Access to friendly programmatic services helps participants gain employment and a sense of dignity and worth. In addition, participants can benefit from educational options that provide a hand-up, not a hand-out. Whether temporary employment, an updated resume, digital skill advancement, or credible work history, each participant working through Goodwill programming exerts energies to develop their work plan. With the support of the mission services staff, participants complete the required hands-on training to gain steps toward their vocational goal. As we continue to grow as an organization, not only in the workforce but programmatically, we will be able to further our footprint to those needing our services most. Currently, Goodwill provides over 15 types of programming to serve our vulnerable citizens in Kanawha County.

**3. List any federal, state, local or private grant awards or funding received in the last three years and the current status of those funds. If your organization has previously received funds from Kanawha County, please list the amount, nature of the project(s) and current status of the funding and project(s). \***

1. DRS Workshop Development Grant \$108,694.73 Active, have been awarded for multiple years
2. WV DHHR SNAP E&T Grant-Assist participants with SNAP Benefits \$146,500 Active, Awarded multiple Years
3. HUD-Transitional Housing for dual diagnosis clients at risk of homelessness- \$257,000 Active
4. Catholic Charities-Sub Recipient of funds to assist participants coming off of SNAP benefits-- \$42,000 Active for many years.
5. WV DHHR-Vista Program-Assisting vets facing homelessness, case management, transitional housing and drop in center \$150,000 Active
6. WV DHHR-Coming Home-Assisting men coming out of incarceration with transitional housing and wrap around services \$150,000. Active
7. The Greater Kanawha Valley Foundation- "Good Host Program" five year funding \$44,198. Ended in 2023
8. United Way- Mission based programming-\$10,000 Active, received annually
9. WV DOH REAP Funding-Bi annual-assists with funding for salvage and recycling efforts in our counties. Current off year, funded in 2023 \$60,460

**4. Please list your Owner(s), Board of Directors, senior staff members, or other key members of your organization:\***

See Attached

**5. Please list the staff involved with this project and describe their roles and responsibilities:\***

Organizational Oversight: The program operations will be managed and performed through the following organizational structure: Megan Payne, Goodwill KV Director of Program Services, will have the overall responsibility for the program including setting goals, targeted outcomes, and tracking performance. Megan Payne will have direct oversight of the Program with the responsibility of developing policies and procedures, training of staff, and monitoring compliance with regulatory and programmatic guidelines. The Director of Program Services will also be responsible for developing the collaborative partner relationships, procuring referral sources, and managing external support services provided to participants. The SUD-TEP Employment Specialist will have responsibility of the day-to-day operations of the program including performing all tasks with participants as outlined in the training manual as well as screening and interviewing potential candidates for participation. The SUD-TEP Case Manager will also serve as the Liaison with the entities that refer participants and perform collaborative case management functions with them.

6. Please upload/attach the following financial documents, if applicable:

Cash flow statement for applicant's most recent fiscal year



Cash Flow Statements GIKV.pdf

Two years of audited financial statements



GIKV 2021 and 2022 Financial Audit.pdf

Current operating budget



GIKV Budget Packet 2024.pdf

If the applicant has not been audited, please include an unaudited balance sheet and income statement as prepared by the applicant



No File Uploaded

7. If you have made an application for funding for this project from other sources (city, state, private or non-profit organizations) please list the same here.\*

N/A

**8. Please describe three significant accomplishments of your organization within the last three years**

In 2022, GIKV began the process of launching two innovative programs that would reduce transportation not only as a barrier to employment but increase the likelihood of an individual achieving long-term independence and success.

Mission Mobile is a large RV unit that will house 8 workstations and provide free wi-fi up to 100 yards. The bus serves as a mobile hub, bringing job training, career development, education, and support services directly to individuals residing in remote or economically disadvantaged areas. By delivering these services on wheels, Goodwill aims to create a level playing field and address the unique needs of rural communities.

The cost of the Mission Mobile unit totaled \$371,444. This included the unit itself, customization for branding and the lab within the unit. The initial cost of this program was incredibly high, however, mission services felt this was something our community imminently needed. It is through additional grant funding and for-profit partnerships that we can relieve some of the financial strain associated with the day-to-day programmatic costs of the unit for the duration of the grant period.

The Wheels to Work program is designed to connect employed applicants with affordable transportation options to help them maintain or upgrade their employment, move out of poverty, and improve their quality of life. Wheels to Work provides the opportunity for individuals to own an appropriate vehicle by matching/reducing the cost of the down payment and providing a fixed interest rate. Eligible applicants are required to have been employed for a minimum of 6 months, have no bankruptcy or existing car loans, and complete a financial literacy course. At the end of the loan, GIKV will return all the interest paid into the loan to pay for routine maintenance and fees associated with vehicle ownership, thus ensuring the individual can maintain the vehicle long after meeting the criteria associated with program acceptance.

The majority of program expenses for Wheels to Work stem from the financial education component, matching down payments and guaranteeing the car loan. Because the program drastically reduces financial barriers to securing reliable transportation, we feel it is necessary to cover the expenses of this program. However, with additional funding the program has the ability to expand and have a greater impact on the communities we serve.

Investing in innovative programming is just one way we increase impact. The results of this are an annual increase in individuals served, placed into employment and families brought out of poverty.

In 2023, Goodwill served over 2,618 individuals and placed over 250 individuals in employment. In addition, Goodwill programming was able to lift 125 families above the poverty line.

## Supplementary Information

**1. Please enter contact information (name, email, and phone) for at least one third-party reference.\***

Jennifer Pharr  
jennifer.pharr@familycarewv.org  
304-615-7574

**2. Please include any supplementary information or documentation (such as letters of support, newspaper articles, etc) which you feel will be essential to the County's review.**



GIKV Supplemental Information KCOF.pdf

## Attachments



**Optional: Additional Proposal Leadership resume(s) or CVs**

MP Resume.pdf

Uploaded by Alexandra Mahaffey on May 8, 2024 at 4:31 PM

## History

Date	Activity
5/8/2024, 4:34:35 PM	changed the deadline to May 09, 2024 on approval step Application Review on Record OSF-7
5/8/2024, 4:34:34 PM	Alexandra Mahaffey submitted Record OSF-7
5/8/2024, 1:06:04 PM	Alexandra Mahaffey started a draft of Record OSF-7

## Timeline

Label	Activated	Completed	Assignee	Due Date	Status
✓ Application Review	5/8/2024, 4:34:35 PM	-	-	5/8/2024	Active
✉ Request Letter of Acknowledgement	5/8/2024, 4:34:35 PM	5/8/2024, 4:34:35 PM	-	-	Completed