

Trauma-Informed Care Certifying Entity Business Plan

FINAL

**San Antonio Metropolitan Health District
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THE MEADOWS MENTAL HEALTH
POLICY INSTITUTE FOR TEXAS

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Business Concept

2.2.1 of the Professional Services Contract – Executive Summary

The City of San Antonio, with the support of the San Antonio Metropolitan Health District (Metro Health), intends to establish a Trauma-Informed Care Certifying (TICC) Entity that will certify state and local communities, organizations, agencies, and business whose practices align with established standards for trauma-informed care (TIC). An agency with this capacity does not exist in Texas. The TICC Entity will be funded by the City of San Antonio, supported by Metro Health, and informed by the South Texas Trauma-Informed Care Consortium (Consortium). It will provide training and technical assistance as well as TIC certification services. The core benefit of establishing this community certification capacity and framework is to achieve a trauma-informed San Antonio. The expected first year budget is **\$1,236,368** with a total five-year project budget of **\$5,720,545** and a **total 5-year anticipated cost of \$4,011,315**.

Description of Business

2.2.1 a. of the Professional Services Contract

The City of San Antonio will contract with a San Antonio-based organization to establish the TICC Entity. In collaboration with the Consortium, the TICC Entity will develop a certification process that is grounded in national best practices, is informed by local TIC standards, and includes the training and technical assistance that organizations seeking this service require to achieve certification. Market research revealed that there are no organizations in Bexar County or based in Texas that currently provide this TIC certification service. The TICC Entity will be a community leader in trauma-informed care and will itself be certified as trauma-informed (or can achieve certification within the first year) by a national certifying body accepted by the Consortium. Once certified, the TICC Entity will assume the responsibility of certifying other agencies, organizations, and businesses within the 11 core sectors that have been identified by the Consortium: education/Pre K–12, early care and education/birth–4 years, child welfare/foster care, mental/behavioral health, medical/hospital/clinic, justice system, local government, philanthropy, youth development/after school, faith-based sector/churches, and family support services.

The City of San Antonio, Metro Health, the Consortium (including its philanthropic partners), and the TICC Entity each play a critical role in developing and sustaining TIC certifying capacity within San Antonio—and eventually statewide. If approved as designed, the City of San Antonio will provide the startup funds and varied levels of fiscal support to the development of the TICC Entity for the first five years. Metro Health will provide the infrastructure to advance local TIC policies, directly support the functions of the Consortium, and help to mobilize ongoing resources. The Consortium will develop San Antonio’s vision for TIC, align the community’s TIC activities, develop quality indicators, establish cross-sector standards, and identify core TIC

practices. A selected national certifying body will provide technical assistance and guidance on national best practices in TIC to the TICC Entity. The TICC Entity will work with individual organizations and agencies locally and statewide to support them in meeting the TIC standards outlined by the Consortium, implement the core TIC practices, and complete the established certification process. See the figure below for an overview of the core partners and their primary functions.

Operational Structure: Trauma-Informed San Antonio

2.2.1 c. of the Professional Services Contract

Trauma-Informed San Antonio



Certification will verify that each organization delivers services with a high quality, research-informed, and, most importantly, community-endorsed model of TIC. It will indicate that an organization has completed the rigorous process of evaluating its culture, policies, procedures, and practices in order to better serve the community and support its employees. Certified TIC Organizations will be seen as committed community leaders, and the certification will have both internal and external benefits. These organizations will have access to select trainings, be invited to participate in learning communities, and have opportunities to mentor other organizations seeking certification. They will also be recognized on the TICC Entity's website and their accomplishments will be shared at Consortium meetings.

Services Provided

2.2.1 b. of the Professional Services Contract

The core services provided by the TICC Entity include certification, technical assistance and training, and recertification. Because the TICC Entity will serve as the community leader in TIC, it will provide an array of additional services that will: increase community awareness; improve community members' access to trauma-informed screenings, assessment, and evidence-based practices (EBP); and increase the number of organizations in San Antonio seeking some level of TIC certification. An overview of the array of additional services is provided below.

- **Community Awareness and Education:** Education on topics such as adverse childhood experiences (ACEs), trauma and the effects of trauma, resilience, and secondary traumatic stress.
- **Training on TIC assessment and EBPs:** Targeted offerings for interested organizations on select trauma-informed practices and evidence-based approaches as well as a learning community model designed to strengthen existing services.
- **Organizational Readiness:** TIC assessment, training, and technical assistance to support community agencies interested in completing the certification and recertification processes.

Within each of these broad service categories will be activities that will make the TICC Entity in San Antonio unique in its approach and will set it apart from other organizations that offer similar certifications nationwide. It is expected that the TICC Entity will serve as a repository for information on ACEs, trauma, TIC, and community vetted, evidence-based processes and practices.

Trauma-Informed Care Certification

During the first three years of the project, the TICC Entity will target local organizations, agencies, and businesses in any field or sector that wish to be certified in TIC. Once fully established, the TICC Entity will expand its target market beyond San Antonio to organizations, agencies, and communities throughout Texas.

The TIC Entity will offer three levels of certification. These range from an introductory level that certifies that an organization is trauma aware and trauma trained, to a mid-level certification that verifies that an organization provides trauma-informed EBPs. Finally, the top level of certification recognizes that an organization has adopted a culture of TIC.

The TICC Entity will provide certification services to a broad range of organizations and entities. Not all of these will initially meet the criteria to be certified even if they are using trauma-informed practices or implementing aspects of TIC. Therefore, the TICC Entity will develop or adopt a TIC organizational assessment and readiness review process. This assessment and review process will establish a baseline for technical assistance, coaching, and support tailored to meet the unique needs of each organization. The information gathered through the organizational assessment and readiness review process will help to further refine the criteria for the three levels of certification and inform the development of e-learning and site-based trainings.

Technical Assistance

As noted, organizations seeking certification will have access to multiple types of technical assistance. Based on an organization's readiness, they may receive individual coaching from the TICC Entity or they may participate in a learning community. The TICC Entity will facilitate a TIC learning community on an annual or semi-annual basis in order to support a cohort of organizations working toward TIC certification over a period of six-to-twelve months. At the conclusion of this learning community, participating organizations will complete another assessment to determine if they meet the TIC certification standards.

Once certified, organizations will have access to in-person and online continuing education opportunities provided by the TICC Entity as well as annual peer reviews of their organization's TIC status. This will ensure that organizations continue to meet established standards and will ensure ongoing investment in the process by members of the community. Of course, for this process to be successful, Certified TIC Organizations must commit to participate in ongoing technical assistance.

Recertification

Certified TIC Organizations will be required to recertify every three-to-four years. Recertification ensures fidelity to the standards set forth by the Consortium and maintains the integrity of the designation. If an organization fails to meet the standards upon a recertification assessment, they will be required to participate in coaching with the TICC Entity or to submit an improvement plan and will have six months to meet the standards. If, upon a second assessment, the organization still does not meet the standards, they will no longer be designated as a Certified TIC Organization and must begin the entire process again.

Description of Proposed Organizational Structure

2.2.1 c. of the Professional Services Contract

The Consortium will develop and maintain the community's definition of TIC and collaborate with the TICC Entity to develop the standards that must be met in order to obtain TIC certification. This will provide the TICC Entity with its framework and will ensure that the TICC Entity remains accountable to the community—through the Consortium—for maintaining and enforcing TIC standards. In turn, the Consortium must also be accountable to the TICC Entity. For example, if the Consortium collaborates with the TICC Entity to develop the certification standards and related metrics, its members must be willing to advise and accept advice from the TICC Entity on how to accurately implement those standards. This includes making revisions and clarifications as necessary, particularly during the critical early implementation phase. Metro Health will manage the contract with the TICC Entity; the Consortium will advise Metro Health on the selection of the TICC Entity organization, the development of the scope of work, and the evaluation of the TICC Entity's effectiveness, particularly as implementation ramps up.

Organizations applying to become the TICC Entity will propose their own organizational structures. As part of the application process, they must ensure that they are or will become certified as trauma-informed themselves by an approved national certifying body, and that they have the ability and capacity to: provide technical assistance to and/or certify up to 30 organizations per year and facilitate one or two learning communities per year; maintain a database of TIC tools, practices, and information; and provide training (face-to-face and e-learning) on select TIC practices as needed. Establishing a TICC Entity in San Antonio will formalize community standards for delivering TIC, support cross-sector implementation, provide a process to recognize where standards have been met, and create a trauma-informed community overall.

Program Implementation Procedures

2.2.7 of the Professional Services Contract

What Is Trauma-Informed Care?

A trauma-informed approach, which is often referred to as trauma-informed care or TIC recognizes that trauma exists and that it has a negative impact on children, youth, and adults. TIC changes an organization's assumptions by taking into consideration what has happened to a person and tries to create a sense of safety for everyone the organization touches, whether or not they have experienced trauma. Becoming trauma-informed requires an organization to re-examine policies and procedures that may be causing participants to feel a loss of control, to train staff to be welcoming and non-judgmental, and to modify physical environments. Becoming trauma-informed also involves minimizing perceived threats, avoiding retraumatization, and supporting recovery.

Key Functions of the Trauma-Informed Care Certifying Entity

The TICC Entity is tasked with operationalizing the vision for a trauma-informed San Antonio. It acts as the community's TIC thought leader by providing information, training, and support to influence a citywide trauma-informed culture change. The TICC Entity is tasked with setting and achieving ambitious goals, including: increasing the community's awareness of trauma; growing the community's capacity to deliver trauma-informed, evidence-based approaches; and increasing the number of organizations certified in TIC. The key functions of the TICC Entity are to:

- Partner with the Consortium to align TIC efforts in San Antonio by promoting a community vision, shared definition, and common language.
- Ensure San Antonio's approach to delivering TIC reflects the community's unique culture and demographic characteristics.
- Provide cross-sector education and training on trauma and TIC to promote increased awareness and drive a citywide culture change.
- Promote the use of trauma-informed best practices, across a variety of community sectors, that align with the community's needs.
- Provide assessment, training, technical assistance, and coaching to organizations that want to become trauma-informed.
- Certify and recertify organizations that have a process in place to ensure the principles of TIC are consistently employed.

Certification and recertification by the TICC Entity will verify that each organization delivers services with a high-quality, research-informed, and, most importantly, community-endorsed model of TIC. It will indicate that an organization has completed the rigorous process of

evaluating its culture, policies, procedures, and practices in order to better serve the community and support its employees.

Key Services and Activities

The services to be provided by the TICC Entity include certification, technical assistance, coaching, training, and recertification. As the community leader in TIC, the TICC Entity will take a multifaceted approach to delivering an array of trauma-focused training, technical assistance, and support options as follows.

- Community education on ACEs, trauma awareness, and the effects of trauma. The goal of these trainings will be to increase community awareness of trauma, the impact trauma has on staff and community members, the potential for retraumatization, and the principles of TIC.
- Targeted training on select trauma-informed practices and EBPs as well as support to learning communities designed to strengthen existing services. The goal of targeted training, technical assistance, and support is to increase an agency's capacity to deliver a select set of trauma-informed, EBPs and conduct a TIC organizational self-assessment.
- TIC organizational readiness assessment, training, coaching, and technical assistance to support community agencies interested in completing the certification and recertification process.

Service Descriptions

The TICC Entity will develop a set of services and activities that are tailored to align with the culture and demographics of San Antonio and that set it apart from other organizations that offer similar certifications nationwide. These are described in more detail below. The TICC Entity will also serve as a repository for information and local data on ACEs, trauma, TIC, and community vetted, evidence-based processes and practices.

E-learning Trauma-Informed Care Learning Opportunities

E-learning courses that bring trauma awareness to all levels of staff, offer training on trauma-informed, evidence-based practices, and provide support for the TIC certification process.

Face-to-Face Trauma-Informed Care Training and Presentations

On-site trainings for organizations will provide foundational knowledge on topics such as trauma and its impacts, ACEs, resilience, secondary traumatic stress, and the principles of TIC. On-site TIC training will also be provided for organizations who are launching the TIC certification process or participating in a learning community.

Trauma-Informed Organizational Assessments and Follow-Up

The TICC Entity will assess the TIC climate, culture, procedures, and practices in an organization through staff surveys, an organizational assessment tool, and a site-based facility review. The assessment team will meet face-to-face with the organization's TIC workgroup to review results, identify areas for improvement, and recommend strategies. The organizational assessment provides the foundation for the organization's TIC implementation plan.

Ongoing Technical Assistance

The TICC Entity will provide multiple types of technical assistance and coaching to organizations individually as well as in a group that range from individual technical assistance, consultation and coaching to group technical assistance within a learning community. Throughout an agency's partnership with the TICC Entity, agency staff will have access to in-depth training and support for all levels of the organization. In addition, the TICC Entity will review agency policies, procedures, and practices to ensure they are trauma-informed.

Local and Statewide Learning Communities

The TICC Entity will facilitate a TIC learning community on an annual or semi-annual basis in order to support a cohort of organizations working toward TIC certification over a period of six-to-twelve months. At the conclusion of this learning community, participating organizations will complete another assessment to determine if they meet the TIC certification standards.

Local Community-Wide Learning Events

The TICC Entity will host annual TIC learning events for interested community members to introduce national best practices or educate on selected trauma-informed approaches.

The Certification Process

2.2.7 b. of the Professional Services Contract

Three Levels of Certification

The TICC Entity will offer three levels of TIC certification. Each level will be designed to stand alone, and the levels build upon one another. An agency can choose to pursue the first level of certification or demonstrate its progress toward the highest level by meeting the certification standards at each of the lower levels. This tri-level certification system encourages various types of organizations to pursue the certification that is right for them, opening the door for organizations outside of the health, mental health, and education fields to pursue training, technical assistance, and certification in TIC.

The proposed certification levels range from a basic certification that recognizes an established level of staff training and demonstrated knowledge of TIC to the top-level certification that

verifies that the agency's policies, procedures, and practices are rooted in the seven domains of TIC. A brief overview of the levels is as follows.

- **Level I or Bronze Certification:** An organization has trained all of its staff on ACEs, trauma and its effects, and the seven domains of TIC. It has implemented regular trauma training and uses feedback from consumers to create an environment that is safe and comfortable, and where all interactions with staff are respectful and friendly.
- **Level II or Silver Certification:** An organization has met the criteria established in the first level, and has adopted and is implementing a select set of trauma-informed EBPs. It is also educating staff on secondary traumatic stress and compassion fatigue as well as promoting staff wellness.
- **Level III or Gold Certification:** The organization has met the criteria established in the previous two levels and can demonstrate that it has policies, procedures, and practices in place that operationalize a plan for delivering TIC.

The initial target market for TIC certification will be local organizations, agencies, and businesses in any field or sector that wish to be certified in TIC. Once fully established, the TICC Entity will expand its target market beyond San Antonio to organizations, agencies, and communities throughout Texas.

The Trauma-Informed Care Certification

The TIC certification process will include face-to-face training with the organization's TIC workgroup and leadership, an organizational assessment, ongoing consultation, and a certification review. The certification process includes the following elements and deliverables:

- Two-day kickoff training
- An organizational assessment, including a review of results with the leadership team and the TIC work group
- Development of an implementation plan to include specific goals and strategies
- Consultation calls (5–12 calls) over the consultation period (as determined by agency need and contract)
- Access to online training and webinars on key TIC concepts and domains
- Access to a TIC toolkit
- A certification site visit and follow-up review

Trauma-Informed Care Certification Timeline

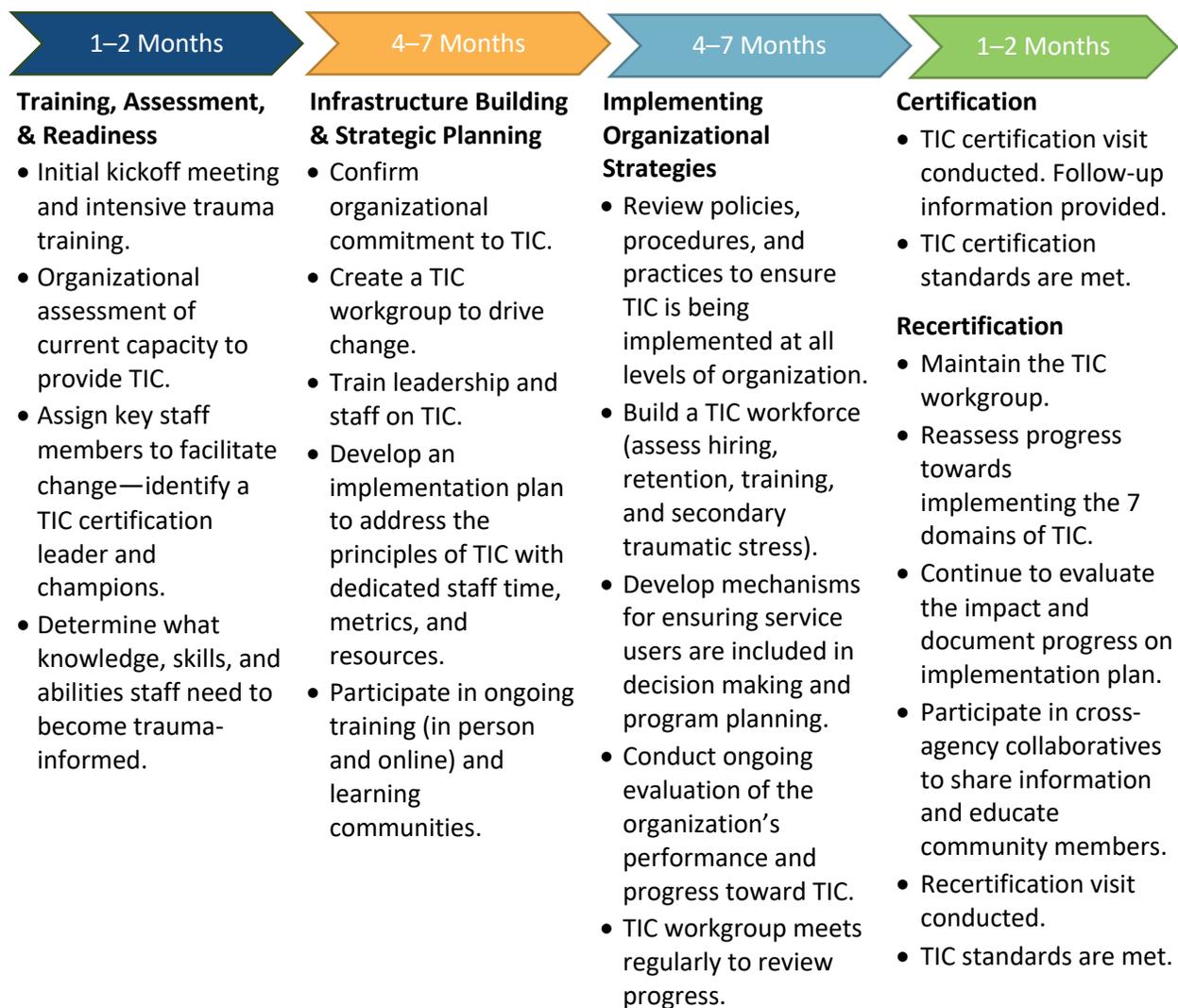
2.2.7 a. of the Professional Services Contract

TIC is an approach to service delivery that assumes that the majority of community members have a history of trauma. Trauma-informed organizations realize the widespread impact of trauma, recognize its signs and symptoms, respond by integrating this knowledge into policies, procedures, and practices, and seek not to retraumatize those they touch or serve. At an

organizational level, adopting a TIC approach requires a significant shift in culture that is driven by systemic changes in practice that are supported by corresponding changes in policies and procedures.

How long it takes an organization to shift its culture varies based on how ready the organization is to make change, the size of the organization, the commitment of leadership, and the resources available. An organization that is fully committed to becoming TIC certified is expected to be able to complete the certification process in 12–18 months. An overview of the timeline to achieve certification and associated tasks is provided in the figure below.

Trauma-Informed Care Certification Timeline



Ongoing Support and Recertification

Once certified, organizations will have access to additional technical assistance. This includes in-person and online continuing education opportunities provided by the TICC Entity as well as annual peer reviews of their organization's TIC status. This will ensure that organizations continue to meet established standards and will ensure ongoing investment in the process by members of the community. Of course, for this process to be successful, Certified TIC Organizations must commit to participate in ongoing technical assistance.

Certified TIC Organizations will be seen as committed community leaders in TIC, and the certification will have both internal and external benefits. These organizations will have access to select trainings, be invited to participate in learning communities, and have opportunities to mentor other organizations seeking certification. They will also be recognized on the TICC Entity's website and their accomplishments will be shared at Consortium meetings. Certified TIC Organizations will be required to recertify every three-to-four years.

Recertification ensures fidelity to the standards set forth by the Consortium and maintains the integrity of the designation. If an organization fails to meet the standards upon a recertification assessment, they will be required to participate in coaching with the TICC Entity or to submit an improvement plan and will have six months to meet the standards. If, upon a second assessment, the organization still does not meet the standards, they will no longer be designated as a Certified TIC Organization and must begin the entire process again.

Implementation Schedule for Year 1

2.2.7 c. of the Professional Services Contract

Timeframe	Milestones and Metrics
Year 1	
1st Quarter	<ul style="list-style-type: none"> • A contract will be established with a national certification body and the certification process will be initiated.
2nd Quarter	<ul style="list-style-type: none"> • All project staff are hired and trained. • A vision for a trauma-informed San Antonio is developed and adopted, in collaboration with the Consortium. • A mission for the TICC Entity is developed and adopted. • A theory of change for transforming San Antonio to a trauma-informed community is developed, in collaboration with the Consortium. • TIC certification process is initiated with a 2-day kickoff training. • Organizational assessment of host organization is completed. • A 5-year strategic plan and a trauma-informed implementation plan are drafted and finalized. • A marketing plan is developed, including branding and marketing materials.
3rd Quarter	<ul style="list-style-type: none"> • An online learning plan is developed to meet the trauma/trauma-informed training needs of organizations in San Antonio (in collaboration with the Consortium) and Texas. • A plan is developed to engage philanthropic organizations in establishing a scholarship fund to support San Antonio organizations in pursuing certification. • Introductory trainings (4 hour and 8 hour sessions) on ACEs, TIC, and secondary traumatic stress are developed. • Staff begins to offer introductory trainings to the community.
4th Quarter	<ul style="list-style-type: none"> • The tools and organizational process for certifying an agency are finalized. • Organizational capacity is developed within the host organization to train on the foundational evidence-based approaches to trauma adopted by the Consortium. • Best practice guidelines and TIC certification toolkit are developed to guide cross-sector implementation of TIC and evidence-based approaches. • Marketing and branding efforts are launched in San Antonio. • The website and online learning platform are launched. • The host organization’s policies, procedures, and processes are reviewed. • Regular consultation with TIC certification consultants. <p>At the completion of Year 1:</p> <ul style="list-style-type: none"> • Fifteen (15) organizations will have begun the Level I (Bronze) certification process. • Ten (10) organizations will have begun the TIC organizational assessment to complete the Level II (Silver) or Level III (Gold) certification process. • Ten (10) online introductory trainings will have been delivered. • Twenty (20) organizations will have completed a 4 or 8 hour introductory trauma training.

Implementation Schedule for Years 2–3

2.2.7 d. of the Professional Services Contract

Timeframe	Milestones and Metrics
Year 2	
1st Quarter	<ul style="list-style-type: none"> • TIC implementation continues with ongoing trainings, workgroup meetings, and regular monitoring of host organization’s progress towards its implementation goals. • Regular contact with TIC certification consultants. • Training will begin for interested organizations on the foundational evidence-based approaches to trauma adopted by the Consortium. • Online and face-to-face training and certification services continue.
2nd Quarter	<ul style="list-style-type: none"> • Review implementation plan; finalize policies, procedures, and practices; and complete follow-up organizational assessment in preparation for TICC Entity host organization’s certification site visit. • Online and face-to-face training and certification services continue.
3rd Quarter	<ul style="list-style-type: none"> • Certification site visit. • National TIC certification is achieved. • A formal, research-informed implementation process to drive the certification process is adopted (using implementation science). • Online and face-to-face training and certification services continue.
4th Quarter	<p>At the completion of Year 2:</p> <ul style="list-style-type: none"> • Forty (40) organizations will have achieved a Level I (Bronze) certification. • Ten (10) organizations will have achieved a Level II (Silver) or Level III (Gold) certification. • Fifteen (15) new organizations will have begun the certification process. • Sixty (60) organizations will have completed a 4 or 8 hour trauma training. • First community learning event will be held in San Antonio.

Timeframe	Milestones and Metrics
Year 3	
1st Quarter	<ul style="list-style-type: none"> • The first learning community is launched with ten (10) San Antonio-based organizations. • Monthly online learning opportunities on ACEs, trauma, resilience, TIC, and secondary traumatic stress are being delivered. • Online and face-to-face training and certification services continue.
2nd Quarter	<ul style="list-style-type: none"> • Marketing efforts have been expanded to include the state of Texas. • Online and face-to-face training and certification services continue.
3rd Quarter	<ul style="list-style-type: none"> • Current agencies receive ongoing training, technical assistance, and coaching. • A contract will be established with the first Texas organization (outside of San Antonio). • Online and face-to-face training and certification services continue.
4th Quarter	<p>At the completion of Year 3:</p> <ul style="list-style-type: none"> • Forty (40) organizations will have achieved a Level I (Bronze) certification. • Fifteen (15) organizations will have achieved a Level II (Silver) or Level III (Gold) certification. • Twenty (20) new organizations have begun the Level II (Silver) or Level III (Gold) certification process. • One hundred (100) organizations have completed the 4 or 8 hour trauma training. • Ten (10) San Antonio-based organizations will have completed a learning community. • Thirty-five (35) online learning opportunities will be delivered. • Second community learning event will be held in San Antonio.

Implementation Schedule for Years 4–5

Timeframe	Milestones
Years 4 and 5	
1st Quarter–3rd Quarter	<ul style="list-style-type: none"> • Ten (10) organizations will begin a new learning community. • Provide ongoing certification training, technical assistance, and coaching to agencies in San Antonio and Texas. • Provide 4 and 8 hour trauma trainings to agencies in San Antonio and Texas. • Provide ongoing e-learning opportunities to agencies in San Antonio and Texas. • Develop standards for the recertification process.
4th Quarter	<p>At the completion of Years 4 and 5:</p> <ul style="list-style-type: none"> • Technical assistance and certification services will be provided to a minimum of 30 organizations within and outside of San Antonio to certify agencies at Level I (Bronze), Level II (Silver), and Level III (Gold). • A minimum of 72 online trainings will be provided, at least 6 trainings per month with an average of 8 participants per training. • One-hundred forty-four (144) – 72 4-hour and 72 8-hour – on-site introductory trauma trainings will be provided. • Coordinate and host an annual community-wide learning event. • Level I (Bronze), Level II (Silver), and Level III (Gold) certified agencies will be recertified. • Ten (10) organizations in Texas and San Antonio will complete a learning community.

Market Analysis and Marketing Strategies

2.2.2 of the Professional Services Contract

The TICC Entity will develop a marketing plan that outlines how it will use print materials, social media, and additional communications strategies to promote the adoption of a TIC culture in San Antonio. This includes promoting access to TIC certification. Initial marketing and outreach strategies will focus on San Antonio only, as certification efforts will focus here first. Marketing strategies will include partnering with the Consortium to promote services to all its members. The TICC Entity should also meet with each of the Consortium's 11 Sector Workgroups and demonstrate how certification will meet the needs identified within each priority sector.

The TICC Entity will meet with San Antonio funders to discuss the importance of certification and TIC in the community. Through these discussions, the TICC Entity and the Consortium can encourage funders to recommend—and eventually require—their funded organizations to become certified in TIC. The TICC Entity should also apply to present at local, state, and national conferences that have a TIC focus. The conferences should represent all 11 sectors identified by the Consortium. The presentation should integrate how certification in TIC is applicable and necessary for all 11 sectors, and how this process is unique to any other training and service currently available.

Texas Landscape and Competitors

2.2.2 a. of the Professional Services Contract

Market research revealed that there are no organizations in Bexar County or based in Texas that currently provide this TIC certification service. There are, however, several Texas-based organizations that are considered leaders in TIC. They are described below.

- **Trauma-Informed Care Consortium (TICC) of Central Texas'** mission is to create a comprehensive trauma-informed community for children, families, and providers through education, outreach, and training. The TICC has developed trauma screening standards for a variety of different settings, provides trauma and TIC training, provides online resources for trauma screenings and assessments, distributes a monthly newsletter, maintains a consolidated calendar of TIC-related training opportunities in the greater Austin area, and holds quarterly meetings with members from nearly 70 local and state organizations. In addition to these community education efforts, the consortium hosts the bi-annual Cross-Discipline Trauma Conference of Central Texas.
- **Travis County Collaborative for Children (TCCC)** was launched in 2013 to create system-wide change to improve the outcomes of children in Travis County through expert training and collaboration in the delivery of trauma-informed services. The TCCC's objectives and key activities include: providing intensive training, mentorship, and follow-up support to partner organizations in trauma informed practices; building

trauma informed collaborative agencies and individuals that can sustain a high level of TIC; and evaluating the work of the collaborative.¹

- **Mental Health Connection (MHC) of Tarrant County**, a nonprofit community collaborative located in Fort Worth, launched a three-year community pilot project to implement the Reaching Teens[®] curriculum. The goal of the project was that “all people who work with teens—from parents to mental health providers to pediatricians to law enforcement—could speak the same language and provide consistent trauma-informed and strength-based approaches to teens across multiple systems.”²

These organizations and initiatives are a valuable resource to their respective communities, however, none offer a TIC certification and only Mental Health Connection offers consultation services outside of its community. Currently, if an organization in Texas wants to become certified in TIC, it would contract with one of a few major national certification bodies.

Current Costs for an Organization to Be Certified in TIC

2.2.2 b. of the Professional Services Contract

The current estimated cost for a single organization in San Antonio to become certified in TIC ranges from \$30,000–50,000, depending on the size the organization and its level of readiness to implement TIC. This estimate is based on a review of published fees for TIC training and technical assistance from national organizations (described in additional detail in the next section), as well as cost estimates provided by key informants. Several consulting and certifying agencies advertise customizable consulting packages at varying costs, but do not publish specific service rates. Training and certification costs are calculated by the type and amount of training and technical assistance requested by each organization specific to its individual needs.

It is important to note that the cost estimate provided above is specific to certification-related training and consultation; it does not include the cost of additional training on trauma-informed EBPs, staff time, or agency resources required to meet established TIC standards. Thus, the true cost per organization is even higher. In an effort to obtain pricing averages for all potential competitor organizations, we reached out to a number of organizations and are still awaiting responses.

¹ Purvis, K., Call, C., & Cross, D. (2014). *Trust-Based Relational Interventions (TBRI®) and the Travis County Collaborative for Children (TCCC)*. [Unpublished manuscript.] Texas Christian University, Fort Worth, Texas.

² Mental Health Connection of Tarrant County. (n.d.). *Resiliency/Trauma-Informed Steering Committee*. Retrieved from <http://www.mentalhealthconnection.org/committees/trauma-committee>

Current Competitors

2.2.2 c. of the Professional Services Contract

To identify competitors for the proposed TICC Entity, an internet search and stakeholder interviews were conducted to research other entities that provide trauma-informed services that are similar to those proposed in this business plan. These services include trainings, consultation, learning communities, e-learning offerings, and more. We conducted interviews with key stakeholders from Texas-based initiatives in order to gather as much information as possible on the local, state, and national landscape for TIC certification.

We found that current competitors in TIC certification exist primarily at the national level. These include: The National Child Traumatic Stress Network (NCTSN) located in Los Angeles, California; National Council on Behavioral Health (National Council) located in Washington, D.C., and Community Connections also located in Washington, D.C. Additionally, The Institute on Trauma and Trauma-Informed Care (ITTIC) at the University at Buffalo, State University of New York, in New York State provides TIC training, organizational assessments, and consultation, though does not offer certification.

NCTSN and the National Council have slightly different definitions of what constitutes a trauma-informed organization/system, however, their respective understanding and applications of TIC are very similar. Additionally, both organizations offer a similar array of services to assist organizations in achieving certification. Below is a summary of the key training and consultation services offered by the NCTSN, the National Council, and ITTIC.

Current Competitors' Consulting and Training Packages	
Package	Description
TIC Organizational Self-Assessment and Follow-Up	This assessment increases awareness and readiness to adopt the key components of TIC and identify strengths and areas of improvement. Depending on the organization, this could include baseline assessments, midpoint assessments, and post-evaluations that help inform training, consultation, next steps. It could also include a presentation of data.
Introduction to Trauma-Informed Care/Trauma 101 Presentations	Depending on the organization, this type of training could provide information on trauma across the lifespan, ACEs, the potential for retraumatization, as well as explore the principles of TIC and/or proven models of TIC. This could be a day-long training, or a 2.5 hour training with follow-up consultations to further operationalize information learned.
Online Trauma-Informed Course: Basics for All Staff	An online course that works towards educating and bringing awareness to all levels of staff.
Face-to-Face Training	Usually a one- or two-day training addressing the principles of TIC that explains what it takes to be trauma-informed, resilience and healing, and more.

Current Competitors' Consulting and Training Packages	
Package	Description
Ongoing Consulting	<p>This includes face-to-face training followed by consultation with the organization's Executive Management and Core Implementation Teams. It may also include:</p> <ul style="list-style-type: none"> • A two-day kickoff training • A follow-up face-to-face consultation on implementation progress/goal setting • Consultation calls • Consultation with all levels of organization and agency staff • Access to a webinar series on related topics • Access to listserv and community of peer organizations/providers • A review of agency policies and procedures to ensure a trauma-informed approach • Access to TIC website with resources, webinars, and implementation tools
Champion Development	<p>This includes training and coaching of identified individuals within an agency or community to become "trauma-informed care champions," who are then in a position to launch and continue the trauma-informed organizational change process. This training and consultation takes place over a minimum six-month period and includes a seven-hour kickoff training, monthly consultation for four months, and a final four-hour training.</p>
Learning Community	<p>Organizations that participate in this learning community are able to assess, develop, and implement trauma-informed practices, policies, and procedures. The learning community consists of:</p> <ul style="list-style-type: none"> • A kickoff webinar • A face-to-face kickoff meeting • Consultation using the TIC Organizational Self-Assessment[®] process and on the implementation of tools, policies, and procedures • Individual and group coaching calls • Instructional group webinars presented by national TIC experts

Trauma-Informed Care Trademarks

2.2.2 d. of the Professional Services Contract

The United States Patent and Trademark Office (USPTO) indicates that a trademark protects words, names, phrases, symbols, sounds, or colors that identify and distinguish goods of one party from those of another party.³ A company can register a trademark for its business name, slogans, and logos. As long as an organization files specific documents and pays regular fees, trademarks will not expire. Before applying for a trademark, organizations are advised to search for trademarks that are similar to their desired trademark or used on related products/services that have been registered or applied for through the USPTO.

We researched registered trademarks through the USPTO Trademark Electronic Search System using the words "trauma-informed care" and/or organizations with names that are

³ United States Patent and Trademark Office. (n.d.). *Trademark, patent, or copyright?* Retrieved from <https://www.uspto.gov/trademarks-getting-started/trademark-basics/trademark-patent-or-copyright>

trademarked that provide TIC training and/or certification. The following trademark names found in the USPTO database include: Gray's Trauma-Informed Care Services; TBRI (marked as "canceled" with a cancellation date of July 14, 2017); Trauma Sensitive Mindfulness; TLC Trauma Lens Care; The Resilience Toolkit; and Mental Health Matters. It is important to note that some trademark owners may still have legally protected rights that are not registered through the USPTO.⁴

We also reached out to the Government Filings Department at the Texas Secretary of State to search for any registered trademarks with the use of the words "trauma-informed" or "trauma-informed care" in Texas. The Government Filings Department did not show any active trademarks with either of those names at this time. However, they emphasized that this does not mean that the name can be trademarked.

Both USPTO and the Texas Government Filings Department suggested contacting a trademark attorney, likely an Intellectual Property Attorney specializing in trademark law, for a more comprehensive search of trademarks, state registrations, common law marks, and more information about available options.

⁴ United States Patent and Trademark Office. (n.d.). *TESS TIPS*. Retrieved from <https://www.uspto.gov/trademarks-application-process/searching-trademarks/tess-tips>

Potential Community Impact

2.2.3 of the Professional Services Contract

Through research and analysis of key literature, as well as through discussions with key stakeholders in Bexar County, we have identified the following benefits and risks of having a TIC certifying entity located in Bexar County.

Benefits

2.2.3 a. of the Professional Services Contract

Creating the TICC Entity in Bexar County will benefit the residents of Bexar County and San Antonio by ensuring that the community becomes trauma-informed as whole. Residents will benefit from a shared language and shared understanding of how to meet the needs of their community members. Furthermore, organizations in Bexar County will benefit from being known and respected as trauma-informed within a trauma-informed system. Establishing a TICC Entity in San Antonio will formalize community standards for delivering TIC, support cross-sector implementation, provide a process to recognize where standards have been met, and create a trauma-informed community overall.

The National Council has identified a number of benefits associated with being a trauma-informed organization.⁵ Many of these benefits can be applied to the community level as well.

Implementing TIC practices and a TIC framework:

- Increases safety for all. Improving the physical environment (e.g., lighting, use of space) as well as the screening, assessment, and treatment planning processes impacts the sense of safety for both clients and staff as well as prevents retraumatization.
- Improves the social environment and relationships for all. Guidance on communication across the organization can improve the way people communicate with one another.
- Cares for the caregivers. TIC acknowledges the unique stress experienced by staff who are exposed to the trauma of others, and offers guidance on what is needed to ensure staff self-care to avoid burnout.
- Improves service quality. The adoption of EBPs improves the quality of services delivered.

⁵ Sharp, C. & Ligenza, L. (n.d.). *Is your organization trauma-informed?* [PowerPoint slides]. The National Council for Behavioral Health. Retrieved from: <https://www.thenationalcouncil.org/wp-content/uploads/2012/11/Is-Your-Organization-Trauma-Informed.pdf>

- Reduces negative encounters and events.⁶ Those adopting a TIC framework must consider communication, the environment, policies, and practices; doing so decreases the likelihood of negative encounters and events.
- Creates a community of hope, wellness, and recovery. This is what a TIC framework is designed to do.
- Increases success and satisfaction at work.⁷ As staff begin to feel more empowered, connected to the organization's mission, and supported by management and peers, they may report higher rates of job satisfaction.
- Improves the bottom line. Taken altogether, TIC makes financial sense. By implementing EBPs, an organization is ensuring clients receive the best possible chance at recovery through the use of effective and efficient services. Implementing the other components leads to increased staff satisfaction and reduced turnover, thereby, minimizing costs associated with regularly hiring and training new staff.

Key stakeholders interviewed as part of the market analysis also identified numerous benefits to establishing a TIC certifying entity and creating a trauma-informed Bexar County:

- Shared, consistent, uniform message across the community. With a single entity training and supporting local organizations, all agencies will speak the same language around trauma. This will enhance collaborative efforts and improve the experience of individuals who interact with multiple systems.
- Cost savings associated with implementing evidence-based practices. With a certifying entity helping to coordinate and improve access to trauma-informed practices, agencies will be able to share the cost of trainings. Additionally, agencies will deliver more effective services, which is inherently cost-effective.
- Cost savings associated with having staff at multiple agencies trained in TIC. Over the long term, TIC training will be a workforce expectation and agencies won't have to spend time and money training staff upon being hired.
- Increased rates of recovery. Individuals receiving services will have a better chance at recovery from trauma with a system infrastructure that addresses trauma effectively and supports widespread TIC.
- Reduced turnover among staff. In line with the research, stakeholders also recognized the benefits on staff retention and satisfaction.
- Positive impact on overall health of community. Addressing trauma at the county level will have a positive impact on the overall health of the community.

⁶ Hopper, E. K., Bassuk, E. L., & Olivet, J. (2009). Shelter from the storm: Trauma-informed care in homelessness settings. *The Open Health Services and Policy Journal*, 2, 131-151. Retrieved from http://www.traumacenter.org/products/pdf_files/shelter_from_storm.pdf

⁷ Hales, T. W., Nochajski, T. H., Green, S. A., Hitzel, H. K., Woike-Gange, E. (2017). An association between implementing trauma-informed care and staff satisfaction. *Advances in Social Work*, 18(1). Retrieved from <http://journals.iupui.edu/index.php/advancesinsocialwork/article/view/21299>

Risks of a Trauma-Informed System

2.2.2 b. of the Professional Services Contract

A review of the research literature does not yield specific risks to implementing a TIC framework or having a single certifying entity. The primary risk is in the implementation of the framework; unless implemented to fidelity, there is a risk that the expected benefits of TIC will not be realized. Implementing to fidelity means the degree to which an intervention or program is implemented as intended by the person who developed it. If an organization only implements part of the TIC framework—for example, it only rolls out trauma-focused EBPs—but does not implement the infrastructure changes necessary to support the success of those practices, it is unlikely the new practices will make a significant impact. To achieve the desired results in this example, both infrastructure changes and trauma-focused EBPs must be implemented. Organizations who do not implement to fidelity may not see the value in TIC certification because they do not get the results intended and could abandon the process altogether. Similarly, if the certifying entity does not implement a comprehensive and rigorous certification process, there is a risk that the agencies getting certified will not meet fidelity or achieve the high standards expected by the community. Implementation is a process that happens in stages. These stages are not linear or separate; they are dynamic and complex. Organizations often move back and forth through the stages as circumstances and personnel change. Ultimately, the TICC Entity must be grounded in both trauma-informed care *and* implementation science.

The stakeholders interviewed also identified some potential risks, including:

- Selecting the right entity. The TICC Entity selected must be able to turn the vision set forth by the Consortium into a reality. There is a risk of selecting an entity that cannot realize the vision, even if it submits a strong application.
- Capacity. If the TICC Entity does not have the capacity to meet the need and there is a long waiting list for its services, people/organizations might get frustrated and give up. Similarly, if the process of accessing the services is too bureaucratic, organizations may not apply.
- Communication. If the TICC Entity does not understand the organizations it is serving—regardless of sector—and cannot effectively communicate across each sector, it could limit the effectiveness of the effort.
- Quality. The certification standards must be rigorous and the TICC Entity must be able to demonstrate a high-quality understanding of the TIC framework in order to maintain the community's trust.
- Trust. The TICC Entity must be a full partner in the community's work and must be trusted as a leader in TIC.
- Funding. The proposed model relies on startup funding and varied levels of support from the City of San Antonio as well as funding from philanthropic partners with the

long-term goal of self-sufficiency that would be achieved through payments by organizations seeking certification.

- Demand for services. The proposed model relies on statewide demand for certification services and supports.
- Competition. If other cities decide to develop their own entities, financial sustainability of the plan is threatened.

These risks do, indeed, pose a risk to the successful implementation of a TIC framework and establishment of a TICC Entity in Bexar County; however, most of these risks can be mitigated. Selecting an entity that is well respected as a community leader in TIC will address risks related to community trust and realizing the vision. Once selected, it will be critical that the TICC Entity continue to work with the community to understand local agencies' needs related to adopting a trauma-informed culture. Other risks can be mitigated by collaborating with the Consortium to adopt high quality standards for the TIC certification process and by engaging philanthropic support for community organizations pursuing certification. Lastly, there should be metrics built into the TICC Entity application review process that address capacity and quality, an understanding of the different sectors, and ability to follow through on the vision. With these metrics in place, application reviewers can account for many of the identified risks during the application and interview phase before selecting the organization to host the TICC Entity.

Operating Budget: Years 1–3

2.2.4 of the Professional Services Contract

The operating budget for the TICC Entity relies on a combination of startup funds from the city and revenue. Revenue will be generated from the delivery of its core services—training, technical assistance, and certification—in San Antonio and throughout Texas. To operate within market standards for training and technical assistance rates and fees, and be sustainable, the entity must charge all agencies seeking certification (in San Antonio and in Texas) the same fee structure. The TICC Entity will offset a portion of the certification costs to San Antonio-based agencies by working with these agencies to seek philanthropic and grant support or by working with local funders to offer scholarships based on agency size and budget. If revenues exceed operating costs, funds generated will also be used to support scholarships for local organizations. The TICC Entity should develop a policy for awarding scholarships that is based on the size and fiscal needs of an organization.

See the Appendix for the complete five-year budget.

Year 1 Budget

Startup Financial Requirements and Capital

2.2.4 a. of the Professional Services Contract

The total estimated financial cost to fund 100% of the startup, overhead, and operating costs of the TICC Entity for the first year (12 months) is **\$1,236,368**. See table below. This includes: all personnel related costs at **\$604,500**; contract services at **\$470,603**; and 15% administrative overhead costs at **\$161,265** required to start and operate the TICC Entity. Expenses specific to startup and only applied to Year 1 of the budget include **\$112,000** in TIC certification costs and costs for equipment such as computers, phones, desks, and chairs at **\$35,000**, for a total of **\$147,000**.

Year 1 Funding and Required Revenue		
% Allocated Funds	Allocated Funds	Required Revenue
100%	\$ 1,236,368	\$ -

Overhead Expenses and Personnel Structure

2.2.4 b. of the Professional Services Contract

Year 1 contains **\$1,075,103** in overhead and operating expenses and 15% administrative overhead expenses at **\$161,265**. The operating expenses include salaries, the cost of employee benefits calculated at 30%, staff training and technical assistance costs, related travel and training costs, costs for a learning management system, and marketing and branding costs. Administrative overhead costs cover office space, office supplies, human resource costs, and

other financial expenses that will be accrued by the agency that hosts the TICC Entity. Notable overhead expenses included in the Year 1 budget are as follows.

- **Best Practice Capacity** is budgeted at **\$285,000**. These costs ensure the TICC Entity develops and maintains ample capacity to support Consortium members and organizations seeking certification to develop and maintain TIC best practices. This ensures that the TICC Entity maintains the standard of excellence associated with TIC certification and demonstrates the commitment to organizational growth in this capacity that all organizations will undertake if pursuing certification. This budget category was included based on key informant interviews with organizations that have pursued certification and aligned with the proposed agency functions. Included in the estimated budget for best practices capacity are the costs for: training TICC Entity employees to be trainers in screening and assessing trauma and in building community capacity in select EBPs; maintaining an online learning management system; developing and maintaining a website; and coordinating and hosting a TIC community-wide learning event.
- **Commodities** that are not included in startup costs are budgeted at **\$38,603** and include staff mileage at \$0.58/mile, binding and printing costs to support marketing and training, office supplies, copy machine rental, and training materials.

Year 1 Personnel Structure

2.2.4 c. of the Professional Services Contract

The proposed personnel structure for Year 1 includes seven full-time staff at **\$465,000** in salaries and **\$139,500** in benefits for a total of **\$604,500** in personnel costs. The proposed staffing structure is based on a review of national TIC certification entities, TIC community initiatives, and organizations that have completed the certification process. Salaries are based on a review of average salaries for these job categories, including required levels of experience in the San Antonio area. The proposed staffing structure and salaries are as follows:

- One full-time **Project Director for Trauma-Informed Services** at **\$100,000**. The Project Director will lead the TICC Entity and should have experience in nonprofit management and program development, knowledge of certification processes (Council on Accreditation, Joint Commission) and TIC, be a leader in the community, and have experience providing training, coaching, and technical assistance.
- One full-time **Executive Assistant** at **\$45,000**. The Executive Assistant will support the Project Director and TICC Entity staff in providing: training on ACEs, trauma awareness, the effects of trauma, and TIC; technical assistance; and certification support. The Executive Assistant should have experience with budget oversight, scheduling, and supporting a dynamic organization that provides training and support to a variety of different organizations.

- Two full-time **TIC Technical Assistant (TA) Consultants** at **\$70,000** each for a total of **\$140,000**. The TIC TA Consultants will provide training, technical assistance, and coaching to organizations seeking certification. They should be masters' level licensed mental health professionals who have experience in delivering TIC approaches, implementing TIC, and organizational culture change. They should also have extensive training, technical assistance, and certification experience.
- One full-time **TIC Trainer** at **\$50,000**. The TIC Trainer will: help design, implement, and oversee the online training opportunities; deliver introductory training on ACEs, trauma, and TIC; and support the TIC TA Consultants in their work with organizations during the certification process and in the learning communities. The TIC Trainer should be a master's level mental health or public health professional who understands the impact of trauma and has experience implementing TIC and providing community and e-learning training and technical assistance.
- One full-time **Social Marketer** at **\$60,000**. The Social Marketer will be responsible for branding the TICC Entity and San Antonio's TIC efforts as well as developing and implementing a marketing and advertising campaign—which may include a website, a social media campaign, and other channels and marketing materials—that will influence the community's understanding of the prevalence of ACEs and the importance of delivering TIC. The Social Marketer will also develop a strategy to market the services of the TICC Entity both across San Antonio and the state of Texas. The Social Marketer should have a minimum of a bachelor's degree in marketing, communications, advertising, business, public health, or a related field, and demonstrated experience in project management and leading branding and marketing campaigns to influence social change.
- One full-time **Information Technology (IT) Systems Administrator** at **\$70,000**. The IT Systems Administrator will be responsible for managing the TICC Entity's technology, including the website, learning management system, and all network and data security needs. The IT Systems Administrator should have a minimum of a bachelor's degree in IT and documented experience in maintaining a learning management system.

Certification Costs

2.2.4 d. of the Professional Services Contract

Year 1 TIC certification costs for the TICC Entity organization, if not already certified, are budgeted at **\$112,000**. This cost is based on a review of national certification costs and includes on-site training and technical assistance costs as well as the estimated travel costs for the national trainers at **\$9,000**. It also includes: monthly technical assistance and coaching for a year at **\$75,000**; participation in a learning community at **\$20,000**; and conference fees and travel costs for four TICC Entity staff to participate in the national conference at **\$8,000**.

The majority of staff time during the first year will be divided between (1) seeking certification for the TICC Entity host organization, if needed, and (2) developing the TICC Entity infrastructure required to move the community of San Antonio toward being trauma-informed and deliver tailored certification services, training, and technical assistance to San Antonio and Texas.

Years 2–3 Budget

2.2.5 of the Professional Services Contract

Overhead Expenses and Personnel Structure

2.2.5 a. of the Professional Services Contract

The total operating expenses, including overhead, personnel costs, and administrative overhead, are **\$1,088,173** for **Year 2** and **\$1,109,655** for **Year 3**. Required city funds and required revenue for Years 2 and 3 are included in the table below. It is anticipated that **100%** of the operating and personnel costs for Year 2 at **\$1,088,173** and **75%** of the costs for Year 3 at **\$832,241** will be allocated to the TICC Entity. This is outlined in the table below. It is anticipated that the TICC Entity will generate the additional 25% (**\$277,414**) in Year 3 through a commitment of philanthropic support for TIC training and certification scholarships and revenue from San Antonio-based organizations. The TICC Entity will work with each of the San Antonio-based organizations to determine a rate for certification based on size and agency budget and provide access to a needs-based scholarship to mitigate certification costs.

Years 2–3 Funding and Required Revenue			
Year	% Allocated Funds	Allocated Funds	Required Revenue
Year 2	100%	\$ 1,088,173	\$ -
Year 3	75%	\$ 832,241	\$ 277,414

Years 2 and 3 Personnel Structure

2.2.5 a. of the Professional Services Contract

There are no proposed changes to the staff structure in Year 2 or Year 3. The estimated **personnel costs** for **Year 2** and **Year 3** are **\$478,950** and **\$493,319**, respectively, for salaries. This includes an annual **3%** cost of living raise. The estimated cost of **benefits** for each year is **\$143,685** and **\$147,996**, respectively. The total estimated personnel budget is **\$622,635** for Year 2 and **\$641,314** for Year 3.

Certification Costs and Fee Structure

2.2.5 e. of the Professional Services Contract

The following fee structure was developed based on research on current rates for training, technical assistance, coaching, and support for TIC certification. Additional details are provided in the table below. The fees, as structured, cover the cost of providing training and technical assistance and take into consideration salaries, local travel, learning management system costs, training materials, and other related costs. Exact training and technical assistance costs will be negotiated with each agency and based on the number of needed on-site visits, the number of required/desired follow-up phone or web-based consultation sessions, and the cost for TICC Entity staff to travel for the on-site visits. Smaller or more advanced agencies may require less technical assistance. Local organizations will not have associated travel costs. **All fees are based on the following rate structure.**

- On-site visits for training, technical assistance, and certification: **\$2,500 plus the cost of travel.**
- Consultation, training, coaching, and other technical assistance: **\$300 per hour.**
- Learning community cost per organization: **\$10,000.**
- Online learning events/webinars: **\$100–\$400 per attendee.**

Training, technical assistance, and certification costs for agencies in San Antonio should be offset by scholarship funds generated through philanthropic support. This fee structure should be reassessed prior to delivering services.

Estimated Total Certification Fee Structure			
Service	Estimated Fee	Direct Staff Hours	Description
Certification	\$25,000 (estimated cost of training and technical assistance per organization)	65	This estimate includes 2 initial on-site training visits, a mid-year onsite follow-up visit, and a 2-day on-site certification visit as well as 25 hours of monthly consultation over 12 months. This service will be provided by the Senior TA Consultants.
Learning Communities	\$10,000 (plus, participating agency staff travel)	128	The Senior TA Consultants will host the learning communities. This will include 3 on-site visits by the Consultants to the organization seeking certification and phone or web-based learning community meetings.
Online Learning/ Webinars	\$100– \$400/attendee	Undetermined	These are developed by the team and overseen by the TIC Trainer. The cost will be determined by session length and if continuing education credits are included.
On-Site Training	\$300/hour	4–8 hours	On-site introductory staff trainings on topics such as trauma, ACEs, resilience, secondary traumatic stress, and TIC. These are primarily provided by the TIC Trainer.

Sustainability Budget: Years 4 and 5

2.2.6 of the Professional Services Contract

Overhead Expenses and Personnel Structure

2.2.6 b. of the Professional Services Contract

The total operating expenses for **Year 4** and **Year 5**, including overhead, personnel costs, and administrative overhead, are **\$1,131,780** for **Year 4** and **\$1,154,569** for **Year 5**. It is anticipated that **50%** of the operating and personnel costs for **Year 4** at **\$565,890** and **25%** of these costs for **Year 5** at **\$288,642** will be allocated to the TICC Entity. See the table below. It is anticipated that, in **Year 4** and **Year 5**, the TICC Entity will generate **\$565,890** and **\$865,927**, respectively through a combination of fees from organizations seeking certification both inside and outside of San Antonio and a commitment of philanthropic support to supplement costs for San Antonio-based organizations. Required city funds and required revenue for Years 4 and 5 are included in the table below.

Years 4–5: Funding and Required Revenue			
Year	% Allocated Funds	Allocated Funds	Required Revenue
Year 4	50%	\$ 565,890	\$ 565,890
Year 5	25%	\$ 288,642	\$ 865,927

Personnel Structure

2.2.6 d. of the Professional Services Contract

There are no proposed changes to the staff structure in Year 4 and Year 5. The estimated **personnel costs** for **Year 4** are **\$508,118** and for **Year 5** are **\$523,362** for salaries. This includes an annual **3%** cost of living raise. The estimated cost of **benefits** for each of the two years is **\$152,435** and **\$157,008**, respectively. The total estimated personnel budget for Year 4 and Year 5 of the project is **\$660,553** and **\$680,370**, respectively.

Sustainability Plan Based on Revenue

2.2.6 a. of the Professional Services Contract

As noted above, the fiscal sustainability of the TICC Entity relies on revenue as well as philanthropic and grant support. Revenue will be generated from its core training, technical assistance, coaching, and certification functions in San Antonio and throughout Texas. To operate within market standards for training and technical assistance rates and fees, and be sustainable, the entity must charge all agencies seeking certification (in San Antonio and in Texas) the same fee structure. The entity will offset a portion of the certification costs to San Antonio-based agencies by using philanthropic and grant support to offer scholarships based on agency size and budget.

The sustainability plan is based on the following assumptions.

- A total of 3.5 of the 7 full-time employees (FTEs) will generate revenue.
 - 1.5 FTEs will provide administrative oversight and support (0.5 FTE Project Director and 1 FTE Executive Assistant).
 - 0.25 FTE will provide fund development functions (0.25 FTE Project Director).
 - 3.25 FTEs will provide training, technical assistance, and consulting (0.25 Project Director and 2 Senior TA Consultants and 1 TIC Trainer).
 - 1 FTE (Social Marketer) will support marketing the certification capacity.
 - 1 FTE (IT Systems Administrator) will support web, network, and online service capacity.
- The approximate hourly rate for face-to-face training is set at \$300 (based on our market analysis of consultation hourly rate costs).
- Each training FTE has an associated 2,000⁸ work hours per year. It is estimated that half of these hours—or 1,000 hours per FTE per year—can be spent providing training or technical assistance for a total of 3,250 consultation and TA hours (3.25 FTEs x 1,000 hours).
- Travel costs to provide on-site training, technical assistance, and certification will be covered by the organization requesting those services.
- A minimum of 72 online trainings will be provided a year (6 trainings per month), for a minimum of fee of \$100 per training per attendee, with an expected enrollment of eight (8) participants per training.

An overview of potential revenue generated by services is provided in the table below.

⁸ This is calculated based on the number of work hours available for one FTE during a year.

Estimated Minimum Revenue Generated by Services				
Services	Annual Target	Estimated Cost Per Unit	Revenue	Direct Staff Hours
Learning Community	10 communities	\$ 10,000	\$ 100,000	128
Agency Consultation	30 agencies	\$ 24,500	\$ 735,000	632
Online Learning	72 trainings (8 attendees each)	\$ 100	\$ 57,600	TBD
Trainings (4 hours)	72 trainings	\$ 1,200	\$ 86,400	864
Trainings (8 hours)	72 trainings	\$ 2,400	\$ 172,800	576
Community-Wide Learning Event	300 participants	\$ 350	\$ 105,000	500
Total			\$ 1,256,800	2,700+

Proposed Fee Structure

The proposed fee structure for Years 4 and 5 is outlined above in Year 2 and Year 3.

Appendix: Operating Budget Year 1–5

San Antonio Trauma Informed Care Business Plan Budget

Fiscal Impact-Position Information

Personnel-Full-Time Positions

Position Title	FTE	Position Base			Yr1	Yr. 2	Yr. 3	Yr. 4	Yr. 5
		Salary	Total	Months		FY 2021	FY 2022	FY 2023	FY 2024
Project Director for Trauma Informed Services	1	\$ 100,000.00	\$ 100,000.00	12	\$ 100,000.00	\$ 103,000.00	\$ 106,090.00	\$ 109,272.70	\$ 112,550.88
Executive Assistant	1	\$ 45,000.00	\$ 45,000.00	12	\$ 45,000.00	\$ 46,350.00	\$ 47,740.50	\$ 49,172.72	\$ 50,647.90
Senior TIC Technical Assistant (TA) Consultant	2	\$ 70,000.00	\$ 140,000.00	12	\$ 140,000.00	\$ 144,200.00	\$ 148,526.00	\$ 152,981.78	\$ 157,571.23
TIC Trainer	1	\$ 50,000.00	\$ 50,000.00	12	\$ 50,000.00	\$ 51,500.00	\$ 53,045.00	\$ 54,636.35	\$ 56,275.44
Social Marketer	1	\$ 60,000.00	\$ 60,000.00	12	\$ 60,000.00	\$ 61,800.00	\$ 63,654.00	\$ 65,563.62	\$ 67,530.53
IT Systems Administrator	1	\$ 70,000.00	\$ 70,000.00	12	\$ 70,000.00	\$ 72,100.00	\$ 74,263.00	\$ 76,490.89	\$ 78,785.62
Personnel Full-Time Subtotal	7		\$ 465,000.00		\$ 465,000.00	\$ 478,950.00	\$ 493,318.50	\$ 508,118.06	\$ 523,361.60

Personnel Costs-Benefits (Calculated at 30%)	FTE	Position Base			Yr1	Yr. 2	Yr. 3	Yr. 4	Yr. 5
		Salary	Total	Months		FY 2021	FY 2022	FY 2023	FY 2024
Project Director for Trauma Informed Services	1	\$ 30,000.00	\$ 30,000.00	12	\$ 30,000.00	\$ 30,900.00	\$ 31,827.00	\$ 32,781.81	\$ 33,765.26
Executive Assistant	1	\$ 13,500.00	\$ 13,500.00	12	\$ 13,500.00	\$ 13,905.00	\$ 14,322.15	\$ 14,751.81	\$ 15,194.37
Senior TIC Technical Assistant (TA) Consultant	2	\$ 21,000.00	\$ 42,000.00	12	\$ 42,000.00	\$ 43,260.00	\$ 44,557.80	\$ 45,894.53	\$ 47,271.37
TIC Trainer	1	\$ 15,000.00	\$ 15,000.00	12	\$ 15,000.00	\$ 15,450.00	\$ 15,913.50	\$ 16,390.91	\$ 16,882.63
Social Marketer	1	\$ 18,000.00	\$ 18,000.00	12	\$ 18,000.00	\$ 18,540.00	\$ 19,096.20	\$ 19,669.09	\$ 20,259.16
IT Systems Administrator	1	\$ 21,000.00	\$ 21,000.00	12	\$ 21,000.00	\$ 21,630.00	\$ 22,278.90	\$ 22,947.27	\$ 23,635.69
Personnel Costs-Benefits Subtotal	7		\$ 139,500.00		\$ 139,500.00	\$ 143,685.00	\$ 147,995.55	\$ 152,435.42	\$ 157,008.48
Personnel Subtotal			\$ 604,500.00		\$ 604,500.00	\$ 622,635.00	\$ 641,314.05	\$ 660,553.47	\$ 680,370.08

Fiscal Impact-Non Personnel

Contractual Services

Description		Yr1		Yr. 2	Yr. 3	Yr. 4	Yr. 5
		One Time	Recurring	FY 2021	FY 2022	FY 2023	FY 2024
TIC Certification Costs							
Education-National TIC Technical Assistance 2-day Training	2 NBC Consultants plus travel-estimate	\$ 9,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
Education-National TIC Monthly Consultation	5 Consultation calls, 1 Face-to-face + travel	\$ -	\$ 75,000.00	\$ -	\$ -	\$ -	\$ -
Education-Annual TIC Learning Community	Participation cost plus cost of travel for 4 staff	\$ 20,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
Education-Participation in National Conference	Conference fees and travel for 4 staff	\$ 8,000.00	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 37,000.00	\$ 75,000.00				
Subtotal TIC Certification Costs			\$ 112,000.00	\$ -	\$ -	\$ -	\$ -

Description		Yr1		Yr. 2	Yr. 3	Yr. 4	Yr. 5
		One Time	Recurring	FY 2021	FY 2022	FY 2023	FY 2024
Best Practice Capacity							
Screenings/Assessments/EBP Training	Training, TA, and use costs		\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Ongoing Support from National Experts	Ongoing TIC coaching and supervision		\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Learning Management System	Online learning capacity		\$ 75,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00
Website Design and Maintenance			\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
TIC Community-Wide Learning Event			\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00
				Yr. 2	Yr. 3	Yr. 4	Yr. 5
Subtotal Best Practice Capacity			\$ 285,000.00				

Description		Yr1		Yr. 2	Yr. 3	Yr. 4	Yr. 5
		One Time	Recurring	FY 2021	FY 2022	FY 2023	FY 2024
Commodities and Capital Outlay							
Transportation Fees-mileage	7 staff @ 100 miles a month @ .58/mile	\$ -	\$ 5,602.80	\$ 5,602.80	\$ 5,602.80	\$ 5,602.80	\$ 5,602.80
Binding, Printing and Reproduction	Marketing and Branding Materials	\$ -	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Office Supplies	\$200/month for 12 months	\$ -	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00
Mail and Parcel Post Services	\$100/month	\$ -	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00
Copy Machine (lease)	\$200/month	\$ -	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00	\$ 2,400.00
Training Materials	Snacks, fidgets, markers, flip charts \$1000/month	\$ -	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
Desks and Chairs	7 staff at \$2500/person	\$ 17,500.00	\$ -	\$ -	\$ -	\$ -	\$ -
Computers, Licenses and Phones	7 staff at \$2500/person	\$ 17,500.00	\$ -	\$ -	\$ -	\$ -	\$ -
				Yr. 2	Yr. 3	Yr. 4	Yr. 5
Subtotal Commodities and Capital Outlay			\$ 38,602.80				
				Yr. 2	Yr. 3	Yr. 4	Yr. 5
Non personnel subtotal			\$ 470,602.80	\$ 323,602.80	\$ 323,602.80	\$ 323,602.80	\$ 323,602.80

	Yr1	Yr. 2	Yr. 3	Yr. 4	Yr. 5
Subtotal Budget	\$ 1,075,102.80	\$ 946,237.80	\$ 964,916.85	\$ 984,156.27	\$ 1,003,972.88
15% Administrative Overhead	\$ 161,265.42	\$ 141,935.67	\$ 144,737.53	\$ 147,623.44	\$ 150,595.93
Total Budget	\$ 1,236,368.22	\$ 1,088,173.47	\$ 1,109,654.38	\$ 1,131,779.71	\$ 1,154,568.81

Year	% City Funds	City Funds	Required Revenue
Year 1	100%	\$ 1,236,368.22	\$ -
Year 2	100%	\$ 1,088,173.47	\$ -
Year 3	75%	\$ 832,240.78	\$ 277,413.59
Year 4	50%	\$ 565,889.86	\$ 565,889.86
Year 5	25%	\$ 288,642.20	\$ 865,926.61