



214 W 10th
Lawrence, KS 66044

PHONE: (785) 832-8864
FAX: (785) 832-1053
www.lawrenceshelter.org

RECEIVED

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**COMMUNITY MANAGERS OFFICE
LAWRENCE, KS**

January 24, 2008

Sue Hack
PO Box 708
Lawrence, KS 66044

Dear Sue:

Late last fall, the Board of Directors of the Lawrence Community Shelter (LCS) embarked on a process to refine its plans for the future. Forty-five (45) important constituents and community leaders were asked to participate in a Planning Study to determine their insights to help LCS establish a solid foundation as it goes forward.

Greenwood Consulting of Lawrence has been retained to help study the community's ability to meet the LCS objectives from private resources through the now completed Planning Study. The findings were valuable to the consultant in making a recommendation to the Board to continue its plan to meet the needs of the homeless population in Lawrence and surrounding communities.

A brief description of the Community Shelter's project is attached in addition to a copy of the Planning Study's Executive Summary. This letter is to invite you to read the material and be assured that your involvement is essential in efforts to solve the complex issues confronting people experiencing homelessness in our community.

Thank you for your time. Should you have questions regarding the Summary or Project Description, please feel free to contact me at 832-8864.

Sincerely,


Loring Henderson
Director

Enclosures: Project Description
LCS Planning Study Executive Summary

Mission Statement: The mission of the Lawrence Community Shelter is to provide safe shelter and comprehensive support services and programs that provide a path to a positive future for people experiencing homelessness and people who are at risk of homelessness.



United Way of Douglas County

Lawrence Community Shelter, Inc. (LCS)

"A path to a positive future"

History

"The mission of the Lawrence Community Shelter is to provide safe shelter and comprehensive support services and programs that provide a path to a positive future for people experiencing homelessness and people at risk of homelessness."

The Lawrence Community Shelter began 10 years ago in 1997 with the part time Drop-In Center as a morning place for people experiencing homelessness to find some daily living services. The Lawrence Open Shelter started in 2003 with limited nighttime sleeping space and at the beginning of 2005 the two operations merged into the Lawrence Community Shelter, Inc. (LCS). Each of these projects was developed in response to community needs at the time for emergency shelter space and services. In subsequent years, programs have been planned and added, within limited means and space, to enhance the "path to a positive future" for shelter guests.

Today, the Lawrence Community Shelter serves over 50 individuals in the day shelter and sleeps 31 in the night shelter. Case management supported by housing, employment, benefits, and substance abuse/mental health intervention programs are offered to all individuals and families experiencing or at risk of homelessness. The LCS collaborates with or is a member of the Coalition for Homeless Concerns, the Community Commission on Homelessness, the Interfaith Initiative, and the Housing Practitioners' Panel all of which have started in recent years to develop and implement policies to reduce homelessness in our community.

The Need

The most recent census of the homeless population in Lawrence in January 2007 showed 373 adults and children currently experiencing homelessness in the area. Of this number, 262 are adults, including 32 chronically homeless individuals. The Drop-In Center of the Lawrence Community Shelter is the only place devoted to the homeless during the daytime and it is limited to one medium sized room where more than 50 people congregate. The Drop-In serves a simple breakfast five days a week where most people have to stand while eating. There is one washer and dryer and one guest telephone line for the scores of people wanting clean clothes and to make or receive calls. There are 19 long term storage lockers with a constant waiting list of 15-20. Storage of personal items is a major concern for people experiencing homelessness. Case managers, interns, Kansas Legal Services are other collaborating agencies juggle private conversations with guests and other meetings and projects in two small shared offices. The night shelter is always full with a waiting list. Selection for night space is by lottery everyday at 6:30 pm.

The Salvation Army sleeps about an additional 50 people but will close its emergency shelter when the Lawrence Community Shelter moves to a larger facility.

The Lawrence Community Shelter is often the place of last resort for individuals dealing with mental illness and substance abuse. Lawrence, at this time, lacks sufficient supportive housing and detox or rehab programs for these most difficult individuals. More of these needed programs will be established as Lawrence grows but the Lawrence Community Shelter, with its expanded facility and programs, will always be the entry point into services and place of emergency shelter for the chronic and adult homeless population.

Building a Response to the Need

The proposed relocation of the Lawrence Community Shelter will provide critical space to house individual guests and to offer improved services fitting with Lawrence's vision to reduce chronic homelessness in our community.

An enlarged facility for the Lawrence Community Shelter will

- Offer space for strengthened case management (intake, assessment, goal setting, evaluation), increased privacy and office space, and rooms for collaborating programs such as Kansas Legal Services and Heartland RADAC (Regional Alcohol and Drug Assessment Center)
- Allow expansion of the four basic LCS programs: housing, employment, benefits, intervention (substance abuse and mental health)
- Add bed spaces, sick and inebriate rooms
- Provide beds for sleeping instead of mats on the floor
- Fulfill the emergency shelter part of the Housing for the Homeless Vision
- Provide a safe, secure environment for individuals and families
- Make room for improved administration, staff, and volunteer work areas
- Provide meeting and congregate space
- Install adequate showers, laundry, and secure storage space
- Have adequate dining and kitchen space

\$3 million of philanthropic support will be needed to complete the project.

Summary

The proposed project will move the Lawrence Community Shelter to the next stage of developing the capability in our community to reduce chronic homelessness. The new shelter will create a high quality center of resources and security for people experiencing homelessness and will provide Lawrence and Douglas County with the focused project to deal substantively with this complex public concern.

LAWRENCE COMMUNITY SHELTER

Fundraising Planning Study

Executive Summary

The Board of Directors of the Lawrence Community Shelter (LCS) commissioned a study to ascertain the likelihood of raising approximately \$3 million in new philanthropic support for relocating the shelter to an enlarged facility.

Greenwood Consulting (Firm) of Lawrence recently completed the planning study on behalf of LCS, and outlined a plan of action that would lead to success for such a capital campaign. Included in the study were findings and subsequent recommendations as a result of the interviews conducted by the consulting firm. A copy of the Project Summary is enclosed as part of this report.

The Firm examined materials, conducted research and personally and confidentially interviewed more than 44 individuals in the Lawrence, Kansas vicinity. In addition, members of the Board of Directors were individually interviewed with a separate set of questions.

Essentially, it was determined that such a campaign is feasible, but also that the endeavor will not be easy - and could easily be dependent on receiving financial support from the City of Lawrence and Douglas County, in addition to being successful in receiving grants from philanthropic foundations. It also, will be necessary to receive significant gifts from the business sector and individuals in and around Lawrence.

Among the findings of the study were these:

- The most serious and pressing problems to address are: (1) receiving the proper zoning for any new facility; (2) receiving a long term 'use permit' from the governing bodies, especially if philanthropic foundations are expected to invest funds; and (3) receive the cooperation from the surrounding neighborhoods with the new location of the shelter;
- LCS is well-known and respected for its work during the past 10 years, but there remains a tremendous void in the eyes of many in the community as to how to resolve the problems of the homeless;
- A lack of education and knowledge on homelessness prevails in Lawrence, and the presence of those currently being served by LCS has not been viewed favorably by the downtown merchants or others observing the actions of some of the 'guests' of the shelter;
- Key respondents felt that the funds being sought might be difficult to raise in light of ongoing and competing campaigns; outstanding pledges of the Lawrence Memorial Hospital; current economic conditions; neighborhood resistance to relocating to 'their' neighborhood; and prospective major donor prospects being heavily committed to other capital campaigns;
- There appeared to be an absence of leadership available to conduct such a campaign, primarily from those interviewed;
- There was no doubt in the opinions of 'ALL' that the problem of homelessness exists and something should be done to alleviate the current conditions in Lawrence;
- There should be more faith-based support of the homeless problems and consideration be given to joining forces with the other organizations currently undergoing studies to solve the problems;

- 'Success stories' exist with numerous individuals, but haven't been adequately shared or related to the public through public relations programs;
- Respondents were asked their opinions as to the most important reasons for the shelter's project and why the community might support the campaign: the majority indicated that the existing facility was inadequate to perform the numerous services required or contemplated by the shelter;
- An overwhelmingly majority – 32- of the respondents felt that the project is necessary, with the remaining 14 indicating either a 'maybe' or 'don't know'.

As a result of the interviews, along with additional review and research, Greenwood Consulting made the following recommendations:

1. Institute a strong public awareness program well in advance of the development of any capital campaign, i.e. public speeches to civic organizations, church groups, and others involved or interested in community affairs;
2. Show 'success' stories on how the homeless have been helped through the services offered by LCS;
3. In order to be considered by philanthropic foundations for grants or even receive major gifts from individuals or business firms, it will be a necessity to receive a long-term or permanent 'use permit' from the governing bodies, and receive the appropriate zoning;
4. Any plans to relocate should be in harmony to and part of the vision of the Community Commission on Homelessness with the vocal support of citizens involved in this and other similar organizations actively pursuing avenues to improve the homeless situation in the community;
5. Show how the expansion of services and facilities will be sustained through utilization of campaign gifts, endowments, other operating income, and a marginal increase in gifts and sponsorships from individuals and businesses;
6. The development of the case for support must also entail a detailed study of the necessity for the expansion, its cost, site plans and architectural drawings of the renovation of any proposal facility;
7. Due to the increasing numbers of veterans utilizing the services of the shelter, consideration should be given to approaching the regional congressional offices to determine what federal grants might be available to assist in providing funds for this segment of the 'guests' at LCS, especially if additional space and services are necessitated in a different facility.

If the leadership of the Lawrence Community Shelter and involved volunteers, with the cooperation and necessary actions taken by the local elected officials, can implement the recommendations and a few others found in the detail of the study, it would be reasonable to conduct a capital campaign nearing \$3 million, but only after these things have been done or in the process of being implemented.

*Jack Greenwood
Greenwood Consulting
December 2007*