

**LAWRENCE
COMMUNITY
SHELTER, INC.
(LCS)**

MANAGEMENT PLAN

**APRIL 2010
3701 Franklin Park Circle**

PROGRAMS FOR A POSITIVE FUTURE

Lawrence Community Shelter, Inc. (LCS)

MANAGEMENT PLAN

3701 Franklin Park Circle, Lawrence, Kansas 66044

Statement of purpose: The Lawrence Community Shelter (LCS) Management Plan is a work in progress, always under review to accommodate improvement and growth of the LCS programs and the care we offer our guests. The Management Plan describes how LCS is implementing its role in Vision for Housing the Homeless as developed by the Community Commission on Homelessness. Emergency shelter is the first step in the Vision and links to other stages of housing and other resources to move families and individuals out of homelessness and into permanent housing.

1. Narrative description of the nature and characteristics of the use

The Lawrence Community Shelter, Inc. (LCS) is the emergency shelter serving homeless families and individuals in Lawrence and Douglas County, Kansas. 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.

2. Description of all services provided.

The Lawrence Community Shelter is a multi-level, full service, 24/7 shelter for individuals and families. Guests complete an intake, are assigned a case manager, and enter a program within 72 hours of arrival. A guest's case plan includes specific interventions, goals, and deadlines. Initially, individual guests will stay in Level 1 Emergency Shelter up to 90 days as a probationary period of evaluation and assessment. From there, successful guests will move to Level 2. Guests who do not agree to a plan or succeed in passing to Level 2 will have to leave the shelter for a minimum of 30 days before trying again to enter a program at the discretion of their case manager. There are no failures at the Lawrence Community Shelter but it is common to enter a case plan, not succeed, leave, reenter, and start the process over. LCS does not give up on people. It is a path to a positive future.

Strengths based case management plans for families and individuals are focused on the four basic LCS programs of

Housing

Jobs/Training/Employment Development

Benefits procurement

Intervention (mental, physical health needs; addiction treatment, counseling)

Guests of the Lawrence Community Shelter benefit from the shelter's extensive collaboration with many Lawrence and Kansas agencies serving the homeless, such as DCCCA, ECKAN, Ballard Center/Penn House, Coalition for Homeless Concerns, Lawrence-Douglas County Housing Authority, Community Commission on Homelessness, Lawrence Family Promise, Bert Nash Community Mental Health Center, and others.

On-site programming at LCS includes Back-to-Work Job Development, Good Dog! Biscuits and Treats a small business entrepreneurial skills building project, contract labor, and other projects. In addition, the Baker University School of Nursing has established a medical clinic for the family and individual guests of the shelter in the new medical room. Other health and educational programs frequently are presented at the shelter.

Daily living services for guests enrolled in case management programs includes telephone and mail service, storage, showers, laundry facilities, and dining hall for breakfast, lunch, and dinner.

In the event that during the night a guest is required to leave the shelter because of a rules violation, that guest will be transported by the shelter staff or someone chosen by the guest to a designated place.

In the event of freezing weather at or below 32 degrees, a severe storm, or other emergency making it necessary to shelter a number of guests that exceeds our approved census, individuals will be housed either in designated space within the shelter or in a back-up building or church as arranged by prior agreement with the City and, if applicable, another sheltering organization.

3. Interior floor plan showing sleeping areas, common areas, emergency exits, and bathrooms

Attached -- site plan

4. Rules of conduct for guests

All family and individual guests will complete an intake form, be assigned a case manager, and enter one of the shelter's programs within 72 hours of arriving at the Lawrence Community Shelter. They will stay in the probationary Emergency Level One for some period of 90 days or less as long as they follow shelter rules and actively participate in their program. Beyond 90 days, individuals and families will move to Level Two and continue active participation in their case plan with their case manager to get out of homelessness. The behavior of all family and individual guests at the shelter is guided daily by the Rights and Responsibilities and Actions and Consequences LCS rules (included in the Management Plan) which are given to them as part of the intake package. Guests are required to sign the Rights and Responsibilities as a contract as part of the intake process.

5. Maintenance plan that establishes standards for regular building and site maintenance, including regular removal of litter

- Daily maintenance of the building and grounds will be completed by a housekeeping staff and by individual guests
- All guests will have daily assigned work tasks, e.g., cleaning building interior and exterior, assisting in the kitchen, maintaining cleanliness of their personal area
- Building maintenance and repairs will be accomplished by the network of plumbers, carpenters, HVAC, and other specialists who have worked for the shelter in the past

6. Communications plan that establishes how the shelter will regularly communicate with neighbors and police

Good Neighbor Agreement (GNA) – this Agreement already established by the Lawrence Community Shelter in its previous location calls upon the shelter to hold twice annual public meetings for the community at large, to respond to neighbor complaints, to conduct neighborhood projects, to cooperate on security issues, and to advise the neighbors of specific events or changes at the shelter. The shelter director will always meet with neighbors, who are principally businesses rather than residential for this location, at their request. [see attached Good Neighbor Agreement]

The Good Neighbor Agreement establishes a Good Neighbor Committee to insure communications between the shelter and the neighbors and to review the Management Plan.

Every neighbor of the new facility (defined as those notified by the City) will receive the shelter's newsletter. This publication contains information about the shelter's operations,

volunteer opportunities, notices of upcoming events and shelter contact information including the 24 hour-a-day staffed telephone number. Volunteer opportunities at the Shelter will be made available specifically for anyone in the neighborhood with a desire to volunteer.

The Lawrence Community Shelter maintains a website at www.lawrenceshelter.org as an additional way of communicating with its neighbors, donors, and the general public.

The Lawrence Community Shelter calls the police as required for incidents at the shelter requiring their intervention. The leadership of the shelter and the staff meet from time to time with representatives of the Lawrence Police Department to ensure that all parties are cooperating as fully as possible, to train and educate the shelter staff, and to maintain a constructive relationship. The shelter defers to the Lawrence Police Department for keeping statistics of the number and types of calls to the property to track categories over time. The shelter staff has an active and almost daily exchange of various information with the Lawrence Police and works closely with the Douglas County Sheriff's office on reentry to the community plans for inmates. Guest information is shared with the Lawrence Police Department, as appropriate.

Camping on public or private property is illegal and all neighbors are encouraged to call the police if they encounter such behavior. Loitering on shelter, neighbor's, or other private property is, and will be a violation of shelter policy and residents will be denied shelter services for a minimum of one day to denial for long term for such actions. Neighbors are asked to call the shelter directly when a possible violation is in progress so the staff may take prompt action.

7. Response plan for emergencies that occur at the site

LCS staff is trained to call the Lawrence Police Department or the Lawrence/Douglas County ambulance service, when an emergency occurs. Staff is trained also by the local American Red Cross chapter for CPR, by Bert Nash Community Mental Health Center on First Aid for Mental Health, and by the various university degrees in psychology or social welfare that individual staff members may have. The shelter has developed a Safety Plan with the Kansas University School of Social Welfare for the guidance of interns, volunteers, and staff dealing with an incident at the shelter. [see attached Safety Plan]

8. Adequate staffing levels given the number of guests served and the nature of the facility and population served

There will be -- four to seven staff, interns, and volunteers during the administrative operating hours of 8:00 am to 5:00 pm, Monday through Friday; three staff and two to three volunteers in the evening hours from 5:00 pm to 10:00 pm; and three staff or experienced volunteers during the night hours of 10:00 pm to 8:00 am; and two - three staff and/or experienced volunteers from 8:00 am to 5:00 pm on Saturdays and Sundays.

Attachments: Actions and Consequences
Rights and Responsibilities
Good Neighbor Agreement
Safety Plan

Lawrence Community Shelter

RIGHTS AND RESPONSIBILITIES

Welcome to the Lawrence Community Shelter (LCS)

LCS strives to maintain a comfortable, safe, and peaceful environment, and requires all persons – both working at and staying in the shelter – treat others with respect and dignity.

Hours and Schedules

In addition to the below times and information, guests will be informed about the schedule of activities and services during the staff orientation for new guests.

The Lawrence Community Shelter is a 24/7 service for families and individuals experiencing homelessness..

All guests are signed in at the time of intake and must subsequently sign out and in at the front desk when leaving and returning to the building after the initial intake.

Night shelter lights-out is at 10:00 pm. Lights-on is at 7:00 am. Any guest may request an earlier wake-up call, if needed.

Quiet hours are 10:00 pm to 7:00 am.

Once admitted after intake, guests are asked to remain on the property unless leaving for appointments for work, school, etc. Recreation and smoking outside areas are provided for guests.

Guests may not leave the property at night unescorted by LCS staff. If a guest is asked leave or wishes to leave, the staff will take them to a destination of their choice. If a guest leaves of their choice during the night, they will forfeit for a minimum of three days the benefits of the LCS.

Level 1 and Level 2 guests will have an assigned bed as long as they are actively participating in case management and working toward the goal of getting out of homelessness.

All Guests – Conditions of Stay

All guests will complete an intake form on arriving at the shelter and will begin working with a case manager within 72 hours to make a plan to get out of homelessness.

An intake form will be completed upon arrival and a copy made of your photo ID. If you do not have a photo ID, we will take a picture for the file.

LCS is a dry shelter in that guests may never drink, possess, or distribute alcohol or controlled substances on the premises.

The shelter does not administer a breathalyzer test but it does admit guests at night who may have been drinking as long as they follow the Actions and Consequences rules of behavior.

The shelter does not permit people on the premises during the day who may have been drinking. A breathalyzer or UA will be administered if determined appropriate by staff.

A random UA may be also stipulated as part of a guest's case management plan.

All guests will complete tasks, up to four hours a day, five days a week, of shelter cleaning, maintenance, and as otherwise assigned.

No illegal substances (street drugs, etc.) or alcoholic beverages are permitted on LCS property, indoors or outside, at any time.

No firearms or knives are permitted on LCS property, indoors or outside, at any time. This includes concealed weapons.

Controlled-substance prescriptions must be checked into the lockbox when the guest arrives and for the duration of their stay.

Other medications or other small (legal) personal items may be checked into the lockbox at check-in, if the guest chooses, and will be available upon request.

All guests, staff, and volunteers enter and leave the shelter only through designated entrances. Do not open doors for persons outside wanting to come into LCS through fire exits or other unauthorized entrances.

The shelter will transport you to some appointments, job searches, etc. as appropriate or, in many cases, will assist you with a bus pass.

When walking to any destination in the city, stay on sidewalks and main streets in neighborhoods. There are maps of suggested easy routes to SRS and other services posted in the shelter.

Smoking is permitted in the designated smoking area.

Families and individuals should conduct their outside activities in the families play ground and singles adult recreation area. Children should not be taken to the outside adult area.

Adult individuals and couples without children staying at the shelter should not be in the family/children outside area unless designated for child care by a parent and notification is given to staff.

The shelter reserves the right to recycle unattended belongings left at LCS.

Shower if asked by a staff person to control odor in the sleeping areas.

Individuals and families staying at the shelter have separate outside recreational/smoking areas. The front of the building on 25th Street is not an area for recreation or loitering.

Level 1 (Emergency) Night Shelter

Individuals staying in the Level 1 Night Shelter will have an assigned sleeping space after intake is completed. Men and women will sleep in separate, designated sleeping areas.

Guests in Level 1 must keep their sheets and pillowcases in a neat stack at their sleeping space. No food, medicine, or other items that may decay or draw infestations will be stored with bedding. Sheets and pillowcases will be turned in for laundering at least weekly.

The only personal possessions that may be left in the building during the day by guests of the Level 1 Shelter must be stored in their assigned day locker. No personal items are to be left in the sleeping area during the day hours.

Level 2 (Transitional) Shelter

Individuals staying in the Level 2 Shelter will have an assigned space for the duration of their plan to get out of homelessness. Men and women will sleep in separate, designated sleeping areas.

Level 2 Shelter guests will have limited individual storage space near their bed in addition to their assigned day locker. No food or other items that may decay or draw infestations will be stored in these spaces.

Family Shelter

Families with children will be assigned space in the family section of the shelter.

Children must be accompanied by a parent or their designated adult representative at all times.

There is a children's and families outdoor play area which must be used instead of the adult outdoor area.

Family rooms must be kept clean by the families and will be inspected daily.

Families will eat meals in the general dining room. No food or other items that may decay or draw infestations will be stored in the family rooms without proper care.

All Families and Individual Guests

Staff, volunteers, and guests will treat each other with courtesy and will show respect for other people's feelings, physical space, and property.

No fighting or threatening. Refrain from physical contact during conflict situations.

No offensive language (racist, sexist, homophobic, etc.)

Abstain from sexually explicit behavior in, near, or on LCS property.

Any behavior or action that is dangerous, disruptive, or disrespectful of others will be handled individually by the monitors on duty. A guest who causes difficulties for others may be asked to visit with a staff counselor in order to continue staying at the shelter, or may be asked to leave LCS.

Dog Contract

Guests who have an established relationship with a service or pet dog must sign a dog contract to bring a dog into the kennel area of the shelter. The contract states that the owner is responsible for behavior and care of the animal.

Off Site Behavior

LCS guests are guests also of the surrounding neighborhoods and businesses. It is important to remember that there are City ordinances against aggressive panhandling and trespassing and that loitering is poor behavior.

Be respectful of LCS neighbors and their property on your way to and from the shelter, and while you are around the shelter.

Do not drink, smoke, hang out on, or walk across private property without permission.

Walking on or across private property is trespassing and is unacceptable behavior for shelter guests.

Further admission to the shelter may be denied for any individual who causes valid concerns for neighbors.

Be a positive representative for the shelter and the homeless community.

Lawrence Community Shelter, Inc. (LCS)

Actions and Consequences

House Rules

Respect yourself and others

No alcohol or drugs

No weapons

No sexually suggestive comments or actions

No violence or threats of violence

No smoking inside the shelter

No littering, inside or outside

No trespassing on private property

The following is a list of common offenses that should result in the LCS guest being banned from the property and an indication of the length of time to be imposed for each type of offense.

- **Non-cooperation.** This offense refers to the refusal of a client to follow the directions of a staff person in the execution of normal LCS policy or procedure. This includes trashing, littering, trespassing, or other criminal behavior inside or outside of LCS building = **consequences determined case-by-case.**
- **Verbal Abuse.** Listening to the frustrations of guests is a normal staff function. However, a guest's verbal ventilating should not be tolerated when it is a personal attack = **1 to 2 weeks**
- **Inappropriate sexual behavior or threats = 2 weeks or greater, charges may be filed**
- **Police assistance call.** Call constitutes the offense, even if cancelled = **2 weeks, charges maybe filed**
- **Theft** of any property of LCS or of another guest
 - 1st offense = **1 month minimum, police report made, charges may be filed**
 - 2nd offense = **2 months minimum, possible long term, police report made, charges may be filed**
- **Threats of violence = 2 weeks minimum**
- **Physical violence** with an assault on another guest = **1 month or greater**
- **Carrying a weapon** on LCS premises = **2 months minimum**
- **Alcohol or drug usage** on LCS premises
 - 1st offense = **2 weeks**
 - 2nd offense = **1 month**
 - 3rd offense = **1 month minimum, possible long term**
- **Selling, buying, trading, or distributing alcohol or drugs, or other criminal behavior** on LCS premises = **police will be called, charges will be filed, ban up to 1 year**
- **Violence with a weapon = 1 year minimum, possible long term, charges may be filed**

Notice: Bans will be reviewed once a month by staff. Bans have the possibility of being shortened and/or revoked given cooperation and a genuine effort by the affected individual to correct the problem using agreed upon goals.

7/07

**GOOD NEIGHBOR AGREEMENT BETWEEN
LAWRENCE COMMUNITY SHELTER, INC. (LCS)
AND ITS NEIGHBORS**

DECEMBER 2009

The Lawrence Community Shelter, Inc. (LCS), located at 3701 Franklin Park Circle, is a non-profit organization that provides safe shelter, 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 in Lawrence, Kansas.

The neighbors of the LCS include nearby businesses and organizations on East 25th Street, and other renters, businesses, and owners within a reasonable distance of LCS.

All parties to this Good Neighbor Agreement share a common desire to:

- Maintain a peaceful, safe, and clean neighborhood
- Share open and honest communications
- Help each other address concerns and solve problems
- Offer public service for the benefit of the neighborhood, the homeless community, and the Lawrence community at large.

This document is a road map to further communications; it is never a final document and is not a specific list of management decisions. In order to accomplish the Good Neighbor Agreement goals, the parties to the agreement are united in support of the commitments described below:

1. Property

LCS has a responsibility to keep its property well-maintained. It is desirable for LCS, property owners, and residents to show pride in the community by caring for public spaces, and by assisting in maintaining and improving the landscape. In order to maintain property at the highest possible condition,

The LCS will:

- A. Intervene to maintain civilized behavior from all persons on LCS property, including drunkenness, fighting, and inappropriate congregating, sitting, or lying down on LCS property
- B. Insure that bicycles are parked at the LCS bicycle rack
- C. Remove litter and other contributions to blight from LCS property
- D. Prohibit extended parking of seldom used or broken-down vehicles on LCS property
- E. Conduct monthly LCS neighborhood clean-up tours
- F. Encourage guests of LCS to use the rear patio as much as possible

The neighbors will:

- A. Make note of the condition of the building and grounds, and report to the LCS when property issues require attention
- B. Help develop and participate in volunteer activities to maintain the attractive neighborhood

2. Safety

Safety and security are essential for citizens to live peacefully and free from harm, and for neighborhoods to remain desirable and attractive. Property owners and residents share the responsibility of creating and maintaining a safe and secure neighborhood. In order to promote safety and security for all residents of the neighborhood, including guests of the shelter,

The LCS will:

- A. Maintain communications with the Community Cooperation Committee, city officials, and neighbors concerning security measures on LCS property
- B. Maintain existing LCS procedures for deterring harmful situations and respond promptly and firmly with in-house consequences
- C. Notify police when disruptive or illegal behavior occurs on LCS property
- D. Ensure that trespassing on neighbors' property by LCS guests is posted as not acceptable and is handled within the Actions and Consequences procedures of the LCS
- E. Maintain the policy of "no intoxication on LCS property during the day time"
- F. Respond in person to calls from neighbors when neighbors witness someone who they believe to be a shelter guest engaging in negative behaviors

The neighbors will:

- A. Provide comments and suggestions for improving safety and other conditions at the LCS.
- B. Review semi-annual summary reports of neighbor complaints to LCS
- C. Disseminate the LCS quarterly reports to the neighbors and the Lawrence Association of Neighborhoods (LAN)

3. Transportation Plan

The LCS will:

- A. Work with the City of Lawrence and the Lawrence Transit System to obtain a bus stop in front of the shelter or jail on East 25th Street .
- B. Post in the shelter neighborhood maps with the least invasive routes between the shelter and services, e.g., 19th and Haskell
- C. Transport shelter guests in the LCS van or by volunteer drivers to and from appointments

4. Communications

Communication between the LCS and the neighboring community is important to develop and to maintain positive relationships. Progress reports help make the community aware of positive developments and efforts to achieve success. Awareness of upcoming events offers the community ways to interact with residents and staff, and helps both parties become more integrated. Methods will be established to ensure routine communications, feedback, and monitoring of this agreement. In order to promote communication between the program and the neighborhood,

The LCS will:

- A. Ensure the anonymity, if requested, of communications from neighbors
- B. Support efforts of the Community Cooperation Committee
- C. Provide quarterly reports of LCS program activities, and outcomes and responses to neighborhood concerns to the neighbors and the Lawrence Association of Neighborhoods for further dissemination
- D. Publicize contact information on cards distributed to neighbors, LAN newsletters, and Downtown Lawrence, Inc.'s electronic mailing list, to register concerns with the LCS Director
- E. Respond promptly to neighbors concerns regarding use of and activities on LCS property
- F. Provide follow-up response to neighbor involved with reported problem on action taken
- G. Document and report positive outcomes of neighborhood meetings and concerns
- H. Provide notice of upcoming events and invite the community when appropriate

GOOD NEIGHBOR AGREEMENT

DECEMBER 2009

- I. Encourage use of the word “neighbor” to refer to LCS guests as well as residents of homes near LCS. All people at LCS are to be considered responsible neighbors.
- J. Provide incident reports and outcomes to the Community Cooperation Committee for semi-annual review

The neighbors will:

- A. Encourage community attendance at events
- B. Meet with the LCS at semi-annual gatherings
- C. Monitor progress and commitments within this agreement and offer suggestions and advice
- D. Serve as a vehicle for communications
- E. Notify LCS of repeated issues
- F. Seek resolution of community concerns
- G. Encourage neighbor and community volunteerism at LCS

5. Good Neighbor Committee

- A. The Good Neighbor Committee will consist of three business or residential neighbors of the shelter and three representatives of the shelter.
- B. The Good Neighbor Committee will meet as called but no less than semi-annually.
- B. The LCS will host an annual public meeting for the community to report its activities
- C. The Good Neighbor Agreement and the LCS Management Plan may be reviewed and amended by the Good Neighbor Committee and submitted for the record to the Lawrence Douglas County Planning Office no less than once a year.

6. Changes to Agreement

This agreement may be changed or modified from time to time upon mutual agreement of the LCS and a public process with its neighbors. The Good Neighbor Agreement and the LCS Management Plan are always works in progress.

How to contact LCS director and staff:

Website – www.lawrenceshelter.org

Email – director@lawrenceshelter.org

Mail – 3701 Franklin Park Circle, Lawrence, KS 66044

Telephone – 785-832-8864 (day) 832-0040 (night) 764-2095 (cell)

Lawrence Community Shelter, Inc. (LCS) Safety Plan

For Crises Involving Potential Threat to Staff in Public Areas

1. Staff should not hesitate to call 911 if there is eminent danger to themselves or others.
2. Volunteers should always refer a crisis situation to a staff member.
3. In the event of an escalating situation involving two or more guests, staff should immediately attempt to verbally separate the individuals involved. If guests refuse to obey, staff members are encouraged to give a verbal warning that failure to obey will result in bans. If guests refuse to respond, staff members should tell the individuals that they will contact the police. Continued failure to obey, staff members should ask others in the area to contact the police, while not leaving the scene themselves. Staff members should never put themselves in harms way by positioning themselves between two or more feuding individuals. An alternative is to direct the lesser aggressive guest into their office in order to dissolve the situation. After the situation has deescalated, staff are encouraged to discuss the situation with the involved guests individually and support them in reaching acceptable solutions to the situation. When appropriate and safe to do so, staff may ask individuals involved to have a group meeting to discuss the matter peacefully.
4. In the event of an escalating situation involving one guest, staff members should instruct the guest to calm down and be respectful of other guests. **DO NOT** attempt to talk through the difficulties of the person if you are uncomfortable or feel the situation is escalating out of control too quickly. In this situation, staff should: ask the guest to leave and/or contact the police. If staff feels they can work with the guest calmly and safely, continue speaking with the person to see if the difficulty can be resolved.
5. If this is the case, staff should remove the person from the public setting and use an office to speak with them in private as soon as it is safe to do so. If necessary, staff should inform other staff members of the situation so they can be close at hand for further help.

For Crises Occurring Within a Staff Office

6. If staff feel that a client may be a danger, or is in an emotional state where they do not have a normal level of self-control, it is **ALWAYS** okay to leave the door open.
7. Remember to use supportive words and try to help the client find acceptable choices for how to work through the crisis. Talk calmly with a person in crisis only while it is profitable. If the situation deteriorates and the threat of harm or injury increases, determine whether it is safer to call for assistance or try to leave the room. As far as it is successful, try to contain the crisis within the office so it is less likely to impact other guests. If you have to ask a guest to leave your office or the shelter, please follow them out so you can be on hand if the crisis continues and other people are put at risk.
8. If necessary, possible exit strategies include: breaking the office windows or, in the daytime, using designated exits, as appropriate.

Physical Restraint

9. Physical restraint or seclusion shall be used as a method of intervention only when all other methods of de-escalation have failed and only when necessary for the protection of the staff and others.
10. No practice utilized shall be intended to humiliate, frighten, or physically harm a guest.
11. No practice that becomes necessary to implement shall continue longer than necessary to resolve the behavior at issue.

Post-crisis Procedures

12. After the crisis, witnessing staff members are to complete an incident report if the situation warranted action. If necessary, log any police calls made.
13. Witnessing staff should collaborate and set ban for individual(s) involved.
14. Decision for ban duration should be reported to the guests only after the individual(s) involved have deescalated. The ban should be communicated to the guest as a decision made by the agency as a whole and not one individual. Further, staff members may wish to have other staff present when guests are informed of ban.
15. Bans are to be recorded on the posted ban sheet and staff should inform other staff of incident at the weekly staff meeting.