



## **Lawrence Community Shelter, Inc. (LCS)**

### **Substance Abuse Intervention and Coordination Program 2007 – NARRATIVE**

#### **Program Description**

The Lawrence Community Shelter, Inc. (LCS) is a nonprofit, tax-exempt organization working since 1996 (the opening of the part time Community Drop-In Center which later merged into the LCS) with the adult homeless population in Lawrence, 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.* The newly appointed Community Commission on Homelessness is beginning to implement the plan proposed by the Task Force on Homeless Services and approve by the City Commission in the summer of 2005 as a guide for developing programs for the homeless in Lawrence. It is envisioned that the Lawrence Community Shelter will be enlarged and relocated in the next few years as part of the plan's implementation. In conjunction with The Salvation Army's program changes when it moves, the LCS will become the sole emergency facility in Lawrence for the homeless, particularly those engaged in substance abuse, and will place increased responsibilities on the LCS programs and budget.

The Lawrence Community Shelter works to fulfill its mission to those experiencing homelessness through a series of interrelated programs providing \*case management; \*job coaching, \*employment services, and entrepreneurial projects; \*space for an AA group; \*safe, comfortable sleeping space; \*light breakfast at the day shelter and full evening meal at the night shelter; \*laundry facilities and showers; \*local transportation and transportation to area detox, rehab, and psychiatric units; \*communications (mail drop, local and long distance phone service); \*intervention to empower individuals to identify, access, and build upon their personal strengths to create a positive future; and, \*coordination with existing service providers to make full use of available resources and to more effectively serve the individual in need.

The **Substance Abuse Intervention and Coordination Programs** work with the guests of LCS who suffer from alcohol and narcotics abuse and often struggle with a dual diagnosis of mental illness. LCS is an open facility that does not administer a breathalyzer test. As a result, LCS is one of the key service organizations in Lawrence for adults with substance abuse issues who are also experiencing homelessness.

Every individual who stays at the night shelter must complete an intake form their first night and begin the assessment process with the case manager in the day shelter office. These night guests, in addition to day shelter guests, must indicate a desire to commit to a program before they may enter case management. All staff are available when the guest is ready and are always watchful for developing crises. The staff intervenes to work with guests. Staff finds placements, when necessary, for guests in detox, rehab, and psychiatric units and staff drives the individual to the facility whether in Lawrence, Topeka, or Kansas City. Follow-up and continued case management are provided when/if the guest returns to the Shelter or are coordinated with a collaborating agency.

The Lawrence Open Shelter has more than doubled its responsibilities and activities in the past year. The Salvation Army has closed its building during the day except for special appointments

so all of the homeless individuals in Lawrence come to the daytime, drop-in portion of the LCS for daily services and case management. LCS is a 24-hour, 7-days-a-week program with nine employees, eight program areas, and scores of volunteers.

### Needs Assessment

The needs of the homeless population in Lawrence are clear and compelling. The first and second problems inhibiting progress out of homelessness for people LCS is working with are alcoholism and mental health illnesses. Before housing, jobs, education, or physical health problems can be stabilized, the immediacy of substance abuse must be dealt with. A recent local survey of people experiencing homelessness in Lawrence suggests that these individuals are more chronically homeless than in many other cities. It is not immediately evident why this seems to be the nature of the situation but the length and frequency of periods of homelessness, the extensive presence of mental health and substance abuse problems, and the widespread physical illnesses are conditions that make the Lawrence homeless population different and difficult.

Since the start of detailed tracking of guest demographics in 2003, a consistent 55% of guests have self-identified as having problems with substance abuse and an often overlapping 39% state that they have a mental health diagnosis. It is this difficult duality that the Lawrence Community Shelter is addressing with its programs and staffing. The LCS is the only emergency facility in Lawrence accepting individuals as guests who cannot pass a breathalyzer test. LCS often sees and serves the abusing individuals who are in the greatest need, who are the most serious abusers, and who have decided that they have no other choice. It is at LCS that individuals can first be identified as needing intervention. It is at LCS that coordination of services can be achieved to bring the maximum benefit to the person in need with the least duplication of effort.

The current best estimate of people experiencing homelessness in Lawrence is 200+/- . Of this population, the Lawrence Community Shelter serves 50 in the day shelter and 21 in the night shelter. In 2005, the day shelter had 13,262 guest visits and the night shelter provided 7,347 shelter nights and evening meals. In the nine months from July 1, 2005 through March 31, 2006, the combined day and night LCS programs signed in/served 480 separate individuals of which 74% were male, 26% female, 71% white, 16% African American, 9% Native American, 4% Hispanic, and 11% veterans.

The **Substance Abuse Intervention and Coordination Programs** identify those guests needing intervention and counseling about the availability of detox, rehab, medical, social, and/or psychiatric treatments. The intake process and programs are designed to insure the appropriateness of initial referrals, appointments, and follow-up.

### Outcomes

Outcomes of the Lawrence Community Shelter's **Substance Abuse Intervention and Coordination Programs** are measured against standards of benefit both to the individual and to the community at large. They work to reduce the number of homeless individuals in Lawrence

abusing alcohol and narcotics. Considering the volatile and fragile nature of this population, the following process, behavioral, and general outcomes are projected:

**A. Intervention**

1. obtain admission for three individuals into detox, rehab, or psychiatric care each month (process)
2. enter six new individuals into case management each month (behavioral)
3. continue the Back-to-Work job coach/employment staff position to assist individuals returning from detox, rehab, or psychiatric care and ready for a job
4. enhance in-house employment services available to LCS guests, including three entrepreneurial projects
5. place six individuals returning from detox, rehab, or psychiatric care into a job over the one-year program plan and set a follow-up schedule to monitor and to assist in sustaining the employment (behavioral)

**B. Coordination**

1. continue collaborative management of resources for individual cases with Bert Nash Community Health Center, DCCCA, Kansas Legal Services, The Salvation Army, WTCS, Veterans Affairs, ECKAN, and other agencies
2. bring additional outreach efforts from DCCCA and Bert Nash to LCS and people on the street (process)
3. continue implementation of the Homeless Management Information System (HMIS) for Lawrence/Douglas County (LCS is the lead agency to coordinate the HMIS for nine area service providers)
4. continue attending monthly and other meetings of the associations described below in Coordination/Networking
5. participate in implementation of the City Task Force Plan for Homeless Services through the newly established Community Commission on Homelessness (CCH) and the Community Cooperation Committee (CCC).

**Coordination**

The Lawrence Community Shelter was born out of a decision to improve coordination of services to people experiencing homelessness in Lawrence. The design for delivery of LCS services is based on extensive collaboration and efficient use of existing resources. LCS coordination of strategies and approaches to intervening with substance abuse can be divided into three sections – collaboration, sharing, networking – all of which are aimed at long term, strategic approaches to dealing with alcohol and other drug problems. Through its networking and committees, the LCS is a focal point for integrating efforts to achieve results communally.

Collaboration – the guests of the Lawrence Community Shelter suffering from mental illnesses benefit from the collaboration that has grown between LCS and the PATH outreach worker from Bert Nash Community Health Center, the outreach staff of DCCCA, the Lawrence-Douglas County Housing Authority, and the Kansas Legal Services. Representatives of these agencies come to the Shelter to meet clients, conduct assessments and follow-up, and cooperate in resolving a range of immediate and long-term problems. LCS has an established job coaching

program with JobLink, called Back-to-Work, to provide job coaching in conjunction with LCS job search assistance, resume and interview preparation, on-the-job follow-up, and three entrepreneurial start-up projects.

Sharing – the Lawrence Community Shelter shares in many aspects of its programs ranging from data to food. LCS is the lead agency for a group of nine social service providers that have initially implemented the Homeless Management Information System. The HMIS database is to build a statistical profile of the local homeless, near-homeless, and low-income populations to be shared by case managers, governments, agency directors, and the community at large in determining policy and allocating services. In addition to sharing information, LCS is part of the circle of Lawrence agencies that is constantly sharing food and supplies to reduce waste and contain expenses so budgets may be devoted as much as possible to direct service to clients.

Networking – as mentioned above in Outcomes B.5, the Lawrence Community Shelter is part of the active network of Lawrence/Douglas County service providers meeting in various coalitions and groupings to exchange information, to train staff, and to be a voice for people experiencing homelessness. These associations include the Coalition for Homeless Concerns, the Housing Practitioners' Panel, the Douglas County Sheriff's Team on ReEntry Problems, and the Community Commission on Homelessness. The Director of LCS is the treasurer of the Coalition for Homeless Concerns and was the first co-chair of the Community Commission on Homelessness.

### **Organizational Capacity**

The Lawrence Community Shelter has nine paid staff, two key volunteers, a large pool of general volunteers who serve during the week for the day and night shelters, an experienced board of 17 members, and a long list of supporters throughout the Lawrence/Douglas County community. The director of LCS has over 30 years background in starting and managing shelters, soup kitchens, and a range of services for the homeless and people engaged in substance abuse. Of the three night monitors, two are in recovery and one is a licensed MSW. One of the two key volunteers and one board member are active in AA. One is an alcoholism prevention speaker and both are personal recovery sponsors. Another board member is a certified guidance counselor and family life education consultant and another is an LMSW who monitors the progress of the social welfare undergraduate and graduate interns from KU doing their practicum at LCS.

LCS is open nearly 24 hours a day, seven days a week at its convenient downtown location between The Salvation Army and LINK. Night staff are on duty from 7:30 p.m. to 8:30 a.m. and day staff from 8:00 a.m. to 5:00 p.m. every day except Wednesdays when the day shelter is open until 8:00 p.m. The Lawrence Community Shelter is a frontline organization that reaches homeless people who are engaged in substance abuse. It offers a unique opportunity to interrupt the inappropriate use of substances and to connect its guests with proper treatment resources.

Attachment A – Logic Model

## Lawrence Community Shelter, Inc. (LCS) – BUDGET

The **Substance Abuse Intervention and Coordination Programs** are incorporated into the Lawrence Community Shelter's projected budget of \$355,000 for FY 2007. All available sources of funding are utilized. – **Direct Income** (\$222,000) is received from donations from individuals (\$61,000), government (\$75,000), foundations (\$25,000), businesses (\$2,000), religious organizations (\$15,000), events (\$32,000), and mailings (\$12,000). **Indirect Income** (\$133,000) is derived from one full time position paid for by the City of Lawrence but assigned to the Lawrence Community Shelter (\$30,000), donated volunteer time (\$50,000), the federally funded Senior Community Service Employment Program (SCSEP) employment training program for low income senior citizens (\$10,700), food (\$18,250), accounting and legal donated services (\$6,300), fundraising and event expenses (\$9,000), and the Christmas gift project (\$8,750). There are no other specific sources of funding for this project.

### Direct Expenditures

Personnel (all are existing positions)		
Director (f/t)	\$32,400	
Case Manager (f/t)	26,400	
Weekend monitor (p/t)	7,500	
Night monitor (p/t)	15,600	
Night monitor (p/t)	15,600	
Night monitor (p/t)	10,700	
Night monitor (p/t)	6,240	
Operations manager (p/t)	5,735	
Fringe @ 10%	<u>12,025</u>	\$132,200
Travel	-0-	
Shelter space (rent & utilities)	53,000	
Supplies: office and program	7,000	
Equipment	1,200	
Insurance, Audit, Bank	4,500	
Printing and Postage	2,400	
Fundraising/Events	7,500	
Staff Development	600	
Direct Assistance	11,600	
Renovations	<u>2,000</u>	<u>89,800</u>
Subtotal Direct Expenditures		222,000

### Indirect Expenditures

City funded Case Manager (f/t)	30,000	
Volunteers	50,000	
SCSEP	10,700	
Food	18,250	
Accounting & Legal	6,300	
Fundraising/Events	9,000	
Christmas Gift Program	<u>8,750</u>	
Subtotal Indirect Expenditures		<u>133,000</u>

Total Expenditures		<u>\$355,000</u>
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ASSESSMENT DATA	GOALS/ OBJECTIVES	TARGET GROUP	STRATEGIES	PROCESS OUTCOMES	BEHAVIORAL OUTCOMES	IMPACT OUTCOMES
<p>-- compilation of intake data from day and night shelter guests</p> <p>-- comparisons of local data to National Coalition of Homeless Services data</p> <p>-- first year analysis from Homeless Management Information System (HMIS) data</p>	<p>-- 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</p> <p>-- to emphasize intervention and coordination of services for homeless individuals dealing with substance abuse and alcoholism</p>	<p>-- individuals in Lawrence and Douglas County, Kansas who are experiencing homelessness</p> <p>-- homeless individuals who are suffering from substance abuse and/or mental illness</p>	<p>-- case management of shelter guests</p> <p>-- coordination with Bert Nash, DCCCA, Kansas Legal Services, Salvation Army, Lawrence-Douglas County Housing Authority, ECKAN, and VA</p> <p>-- in-house counseling, AA, art therapy, Back-to-Work, entrepreneurial projects, other supportive services</p> <p>-- continue to strengthen and work with CCH and CCC and to coordinate HMIS implementation</p>	<p>-- obtain admission for 3 individuals into detox, rehab, or psychiatric care each month</p> <p>-- continue to bring outreach efforts from DCCCA and Bert Nash to LCS and people on the street</p> <p>-- develop strengths of in-house staff involved in recovery programs</p>	<p>-- enter 6 new individuals into case management each month</p> <p>-- place 6 individuals returning from detox, rehab, or psychiatric care into a job over the one-year program plan and set a follow-up schedule to monitor and to assist in sustaining the employment</p>	<p>-- 4 individuals, through their commitment to case management, employment, and/or recovery practices, will improve their life skills to the point of holding a job, being a reliable tenant, and/or remaining in recovery for a 12 month period</p>