



City of Lawrence

2013 Social Service Funding Application - Special Alcohol Funds

Applications for 2013 funding must be complete and submitted electronically to the City Manager's Office at ctoomay@lawrenceks.org by 5:00 pm on Friday, May 4, 2012.

General Information: Each year, the City Commission considers requests for the allocation of dollars to a number of agencies that provide services benefiting the Lawrence community. These funds are to be used pursuant to the goals of the City Commission, which can be found below:

- **ECONOMIC DEVELOPMENT:** Promoting the economic development of Lawrence to provide varied work and business opportunities.
- **PLANNED GROWTH:** Encouraging growth that protects our environment, neighborhoods, and cultural features while benefiting all of our citizens.
- **COMMUNITY BUILDING:** Creating social capital and celebrating our heritage.
- **ENVIRONMENT ISSUES:** Integrating the environment into our decisions as we work towards a sustainable city.
- **NEIGHBORHOOD QUALITY:** Improving the livability of all Lawrence neighborhoods.
- **TRANSPORTATION:** Improving access for all citizens.
- **DOWNTOWN DEVELOPMENT:** Enhance the vitality of downtown while maintaining it as a unique community treasure.
- **SERVICE DELIVERY:** Provide excellent city services consistent with resources available.

Applications will be reviewed by the Social Service Funding Advisory Board at meetings held from 2:00 to 6:00 p.m. on May 16 and May 23. Applicants are asked to make a contact person available by phone in case questions arise. Following their review, the Advisory Board will forward recommendations for funding to the City Commission.

Recommendations will be based upon the following criteria:

- availability of city funds
- the need demonstrated through the agency's application
- the stated objectives of the applicant's program
- alignment of the program with the City Commission Goals
- the efforts to collaborate and avoid duplication of service demonstrated through the application
- outcomes that move program participants from total dependency toward measurable levels of independence
- ability to measure progress toward the program objectives and the City Commission Goals
- past performance by the agency in adhering to funding guidelines (as appropriate)

The final decision regarding funding will be made by the City Commission when they adopt the Annual Operating and Capital Improvement Budget in August.

Special Alcohol Tax Information. Below are descriptions of descriptions of the categories of programs that may be funded with Special Alcohol Tax. An organization may apply in as many categories as it chooses.

Prevention. Activities related to prevention are described below.

- *Universal Prevention:* A universal prevention strategy is one that is desirable for all members of a given population. The goal of the universal prevention is to deter the onset of substance abuse by providing all individuals with information and skills needed to prevent the problem.
- *Selective Prevention:* Selective prevention strategies target subgroups that are believed to be at greater risk than others. Risk groups may be identified on the basis of biological, psychological, social or environment risk factors known to be associated with substance abuse.

- *Indicated Prevention:* The purpose of indicated prevention is to identify individuals who exhibit early signs of substance abuse and associated behavior and to target them with special programs. In the field of substance abuse, an example of an indicated prevention strategy might be for high school students who experience truancy, failing grades and depression.

Treatment & Recovery. Treatment and recovery related activities are described below:

- *Assessment/Evaluations:* Assessment and Evaluation is the process of identifying the extent of a substance abuse problem through the process of background assessments and interviews. The assessment and evaluation stage allows a clinician to make an appropriate diagnosis and treatment placement.
- *Therapy:* This section of the continuum includes inpatient, outpatient or educational processes to assist the client in addressing substance abuse issues.
- *Aftercare:* Aftercare includes efforts to reintegrate clients into a normal living situation and support a substance free existence. Aftercare may also include on-going therapy with clinical, family support and self-help programs.

Intervention. Activities related to intervention include initial assessment of individuals who have problems with substances and making appropriate referrals. Intervention also includes efforts to interrupt the use of substances in order to connect the client with proper treatment resources.

Coordination. Comprehensive and coordinated efforts provide multiple benefits when communities address alcohol and other drug problems. A community-wide approach is effective because:

- 1) It affects the entire social environment, which allows communities to have strategic approach to addressing norms, values, and policies as well as changing conditions that place children at risk.
- 2) It develops broad base of support and teamwork which allows all agencies involved to fully understand their contribution to the overall single strategy to address issues.
- 3) It brings results that are long lasting by integrating programs, services, and activities through existing organizations and extends the influence of all programs.

Other. Programs, policies or practices deemed appropriate according to Charter Ordinance 33.

Other Information. Collaboration and/or coordination between organizations is highly recommended and multi-agency proposals to address an identified community problem are encouraged. Programs should have research based effective strategies or “promising approaches.” All programs must have goals with measurable outcomes.

PLEASE NOTE THAT FUNDS WILL BE DISBURSED ACCORDING TO THE FOLLOWING SCHEDULE UNLESS OTHERWISE AGREED TO IN WRITING:

- **FIRST HALF OF FUNDS WILL NOT BE DISBURSED BEFORE APRIL 1**
- **SECOND HALF OF FUNDS WILL NOT BE DISBURSED BEFORE OCTOBER 1**

The budget picture from the Kansas Legislature creates uncertainty as to the status of the local portion of the alcohol liquor tax. If the Legislature decides to eliminate or reduce the local portion of this tax, it will impact the City’s ability to fund programs. The City of Lawrence is proceeding with the Request for Proposal process and accepting applications for the alcohol tax revenues, with the understanding that funding levels, if any, are unknown and potentially subject to reductions by the State Legislature.

Questions? Contact Casey Toomay, Budget Manager at ctoomay@ci.lawrence.ks.us or 785.832.3409.



2013 SOCIAL SERVICE FUNDING APPLICATION – SPECIAL ALCOHOL

SECTION 1. APPLICANT INFORMATION

Legal Name of Agency: Lawrence Community Shelter, Inc. (LCS)
Name of Program for Which Funding is Requested: Substance Abuse Intervention and Collaboration Program
Primary Contact Information (must be available by phone 5/18 and 5/23 from 2 p.m. to 6 p.m.)
Contact Name and Title: Loring Henderson, Director
Address: 214 West 10th Street, Lawrence, KS 66044
Telephone: best- 764-2095 (c) or 832-8864 (w) Fax: 784-832-1053
Email: director@lawrenceshelter.org

SECTION 2. REQUEST INFORMATION

The criteria for each application questions are explained below.

A. Amount of funds requested from the City for calendar year 2013.

Program should fit within one of the established categories.

Prevention \$	Intervention \$50,000	Other \$
Treatment \$	Coordination \$	

B. Provide a brief description of the program. Summary of program should be clear and concise. Is Program related to one or more of the City Commission Goals? Is program based on proven effective strategies or “promising approaches?” Description should address how program is designed to have long-term effects on a person’s decisions about alcohol and other drug use. When appropriate, program design takes into account the person’s family and/or community.

The **Substance Abuse Intervention and Collaboration Program** of the Lawrence Community Shelter is a frontline program working with the core of substance abusers in the homeless population in Lawrence/Douglas County. City funding is crucial to the continuation and success of the program and the program is often key to keeping participants alive.

The program is based upon the Housing First model, one of the only programs developed to intervene in substance abuse in the homeless population that achieved the distinction of having been listed in the US Department of Substance Abuse and Mental Health Services Administration’s (SAMHSA) National Registry of Evidence-Based Programs and Practices (NREPP). The Housing First model “addresses homeless individuals’ needs from a consumer perspective, encouraging them to define their own needs and goals, and provides immediate housing... without any prerequisites for psychiatric treatment or sobriety.” LCS’ program also provides immediate shelter to homeless individuals, and does not require any type of treatment or requirement that guests be sober at the time of arrival. The Housing First model involves treatment and supportive services through a multidisciplinary team of: social workers, supported employment staff, case managers, and peer counselors. LCS’ program provides these same kinds of services. The Housing First model involves referrals to mental health and substance abuse treatment, as does LCS’ program, which regularly makes referrals to: Bert Nash Community Mental Health Center, the Johnson County Adult Detoxification Unit, the Regional Alcohol and Drug Assessment Center (RADAC), DCCCA, Professional Treatment Services, and other community providers.

With the closing of the Salvation Army’s night shelter in early summer of 2009, the Lawrence Community Shelter (LCS) became the single emergency shelter for individuals and families in Douglas County. On any given night, LCS provides food and shelter to an average 100 men, women, and children. In 2011, LCS served 780 men, women, and children. According to a March 2012 guest survey, 41% had been diagnosed with one or more severe mental illnesses, 29% had experienced a “serious head injury”, and 68% reported substance abuse within the 2011 year. Of those who reported abusing one or more substances, more than 80% had abused alcohol; more than 40% had abused marijuana; 18% had abused crack/cocaine; 18% had abuse painkillers; and, 6% had abused heroin.

The Housing First model "...uses the harm reduction approach in its clinical services to address both substance abuse and psychiatric issues. The treatment team recognizes that consumers can be at different stages of recovery and that interventions should be tailored to each consumer's stage." The LCS program also is tailored individually to the guest's stage of recovery; in addition to a harm reduction approach, onsite Alcoholic Anonymous meetings are available. An important component of LCS' program is that it has unique sleeping locations for guests maintaining sobriety, so that the individual's recovery is not impacted by those who have recently been drinking or using substances.

The Housing First model does not require treatment adherence for individuals to receive services. All guests receive an initial intake, are enrolled in case management and, as appropriate, the **Substance Abuse Intervention and Collaboration Program** where the emphasis is on the individual's progress toward recovery, and, in keeping with the harm reduction philosophy, not focused solely on abstinence.

C. Provide a brief description of how the need for this program was determined.

The need for the program should be clearly established and outlined. When appropriate, the context of other services available, or the lack thereof, should be provided. Statistical data that supports community need should be provided. The need for the program should be clearly established and outlined. When appropriate, the context of other services available, or the lack thereof, should be provided. Statistical data that supports community need should be provided.

LCS is the only emergency facility in Lawrence accepting individuals who cannot pass a breathalyzer test; therefore, LCS frequently serves individuals with the most serious and chronic substance abuse histories, and who are experiencing the greatest need for substance abuse intervention. As stated above, 68% of LCS guests served reported problems with substance abuse.

The additional challenges faced by a homeless individual experiencing substance abuse are well documented in the peer reviewed, academic literature. Substance abuse impacts a homeless individual's lifespan, their physical health, their ability to obtain and maintain employment and housing, and to seek needed mental health services. Substance abuse fractures already tenuous bonds between homeless individuals and their support systems. Homeless families remain homeless longer when substance abuse is present. The relationship between homelessness, substance abuse, and being the victim of a violent crime, including domestic violence, has been well established.

According to the 2008 US Conference of Mayors, additional substance abuse services were reported by 28% of cities surveyed as one of the top three resources needed to address homelessness. However, without access to funding or transportation, and lacking the motivation of social support from family and friends, few homeless individuals utilize substance abuse services.

Because of the prevalence of substance abuse in the individuals that LCS serves, and the difficulty that they experience in accessing substance abuse services, LCS developed its **Substance Abuse Intervention and Collaboration Program**.

D. Describe the desired outcomes of this program (see Logic Model). At least one Process, one Behavioral and one Impact Outcome must be included and clearly outlined on Logic Model. Outcomes must be measured by an identified evaluation tool. Does agency show adequate progress towards achieving their targeted outcomes if previously funded.

Process Outcomes:

1. Five individuals per month will be assisted with receiving an assessment of potential substance abuse.
2. Four individuals per month will be assisted with accessing either mental health or substance abuse services.
3. Access will be provided to Alcoholics Anonymous to enable guests to attend meetings at least once a week for 52 weeks.

Behavioral Outcomes:

1. At least 25% of individuals who have been assisted with accessing either mental health or substance abuse services will move from LCS into permanent housing.
2. At least 25% of individuals who have been assisted with accessing either mental health or substance abuse services will obtain employment.

Impact Outcomes:

1. Less than 10% of individuals who have been assisted with accessing either mental health or substance abuse services and then subsequently left LCS will return to LCS seeking shelter services.

Outcome data will be collected by the Supervising Case Manager and maintained in an electronic database that is password protected and not saved to any server. In 2011, 27 individuals were assisted in accessing inpatient or outpatient substance abuse services, and 84 individuals were assisted in accessing inpatient or outpatient mental health services.

E. Describe any coordination efforts your agency has made. Program strategy should involve a coordinated approach. Description should address how this particular program or service fits with other existing efforts to reduce fragmentation and duplication.

The Lawrence Community Shelter was born out of a decision to improve coordination of and to increase services to homeless people dealing with substance abuse. The delivery of LCS services, particularly the **Substance Abuse Intervention and Collaboration Program**, is based on extensive cooperation and efficient use of existing resources divided into collaboration, sharing, and networking.

Collaboration – LCS, Bert Nash Community Health Center, DCCCA, RADAC, the Lawrence-Douglas County Housing Authority, and the Kansas Legal Services work together to assist LCS guests experiencing substance abuse. These agencies come to the shelter to meet their clients, conduct assessments and follow-up, and cooperate in resolving a range of immediate and long-term problems.

Sharing – LCS is one of the agencies in Lawrence consistently entering data into the HUD-mandated Homeless Management Information System (HMIS), a database to build a statistical profile of the local homeless, near-homeless, and low-income populations to be shared by case managers, governments, and the community in determining policy and allocating services. In addition, LCS frequently shares food, clothing, and supplies with other community providers.

Networking – LCS is a member of all local key groups working for people experiencing homelessness, including the Coalition for Homeless Concerns. LCS works closely with the Housing Issues Advisory Committee (HIAC) (formerly the Community Commission on Homelessness). The Director of LCS is the Treasurer of the Coalition for Homeless Concerns and was previously a member of and co-chair of the HIAC.

F. Describe how your agency is capable of implementing the proposed program. Based on agency history, management structure, and staffing pattern, does organization have capacity to implement the proposed program and achieve the desired outcomes?

The Lawrence Community Shelter has 26 paid staff and a pool of 200+/- volunteers, an experienced Board of 19 members, and a long list of supporters throughout Lawrence/Douglas County. The LCS director has over 30 years' experience in managing shelters and other homeless services. Two staff, one board member, and one key volunteer, who identify themselves as being active in recovery from substance abuse, are active as resources for guests.

LCS is open 24 hours a day, seven days a week. Night staff are on duty from 7:30 p.m. to 8:30 a.m., and day staff from 8:00 a.m. to 8:00 p.m. every day. The Lawrence Community Shelter is the frontline organization that reaches homeless people who are engaged in substance abuse. The need is great enough throughout the community and the LCS central to the homeless community that it is essential to sustain the **Substance Abuse Intervention and Collaboration Program** as a key approach people dealing with alcohol and substance abuse in Lawrence/Douglas County. With the assistance of the Special Alcohol Fund grant in 2011:

- An average of 9.5 individuals were assisted with enrolling in substance abuse or mental health services each month;
- An average of 42.08 new individuals received LCS case management services each month;
- Four individuals who were transitioning from inpatient substance abuse or mental health settings were assisted with obtaining and then maintaining employment; and,
- Two individuals in recovery from substance abuse were supported in maintaining employment and/or permanent housing for 12 months.

G. Provide a detailed budget for the proposed program using the categories provided. The budget request for the program described should be reasonable and spelled out according to the categories below. Does the organization use funding creatively to get the most for the money, i.e. use of students, volunteers, in kind donations, leveraging of this funding to get other funding, etc.? Are long-term plans for program funding discussed – will this be an annual request for alcohol tax, is it expected to increase, decrease, etc.? Are other sources of funds used for the program? If so, are they described.

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|--|-------------------|--------------------|
| • Personnel(list each staff position individually and note if new or existing) | • Fringe Benefits | • Supplies: office |
| | • Travel | • Supplies: other |
| | • Office Space | • Equipment |

Intervention and Collaboration Program Budget

Personnel

Case manager	\$39,500	(existing)	
Case manager	18,000		"
Case manager	15,450		"
Case manager	17,500		"
Monitor	3,500		"
Monitor	3,480		"
Monitor	11,700		"
Monitor	11,700		"
Monitor	3,120		"
Monitor	14,510		"
Monitor	7,080		"
Monitor	1,450		"
Monitor	4,050		"
Monitor	4,250		"
Monitor-overflow	1,250		"
Monitor-overflow	1,250		"
Monitor-overflow	1,000		"
Subtotal Personnel	139,040		
Fringe Benefits	11,820		"
Travel	5,400		"
Office Space	14,650		"
Supplies: office	2,400		"
Supplies: other/direct assistance	11,400		"
Equipment	3,400		"
Program Direct Total	<u>\$188,110</u>		"

Program Budget Notes

- Other Expenditures of the **Substance Abuse Intervention and Collaboration Program** budget will be assumed by the LCS projected FY 2013 budget of \$983,120 (Direct \$749,310; Indirect \$233,810).
- Other projected sources of funding for this specific program and amount are:
 - Gault Irrevocable Trust - \$8,000 (existing)
 - Rust Charitable Trust - \$1,000 (new)
 - Order of Malta - \$9,998 (new)
 - West Side Presbyterian Church - \$3,000 (new)
 - Chocolate & Tea at Three and There's No Place Like Home events - \$40,000 (existing)
 - Other general support donations to the Lawrence Community Shelter - \$90,000 (existing)
- The LCS creatively uses over 200+/- volunteers to provide food, labor, and transportation to assist individuals and program needs. For example, outside groups donate and prepare the evening meal for shelter guests and staff a majority of the evenings of the year. Members of the general public and students at all levels from elementary to university help the shelter in ways ranging from data entry, health education presentations, and case management assistance, to landscaping, minor construction, repairs, Christmas gift collections, and food, toiletries, gloves, hats, and linen drives.
- The imperatives of this budget request are (1) to maintain critical services to homeless individuals dealing with alcohol and substance abuse that are not available elsewhere, and (2) to develop funding toward the expense of a certified alcohol and drug counselor/case manager to assist the large number of alcohol and substance abuse cases seeking help from the programs at LCS.
- Long term plans for funding the **Intervention and Collaboration Program** depend on continued support from the Special Alcohol Fund, the Gault Irrevocable Trust, other new foundations, and general support donors to the shelter. As LCS increases its mailing list and fundraising events, and begins to realize fully the benefits of the two new co-directors of development hired in 2011 for grant writing and donor relations general income will grow commensurately to continue its other support of the critical **Substance Abuse Intervention and Collaboration Program.**



City of Lawrence

SECTION 3. LOGIC MODEL

Please complete the Logic Model below.

ASSESSMENT DATA	CITY COMMISSION GOAL(S)	PROGRAM GOALS/ OBJECTIVES	TARGET GROUP	STRATEGIES	PROCESS OUTCOMES	BEHAVIORAL OUTCOMES	IMPACT OUTCOMES
<p>The assessment is your baseline data (the behavior with current risk and protective factor data).</p> <p>Compilation of data from 24/7 shelters</p> <p>Monthly data from case managers and analysis of HMIS reports</p> <p>Special studies with students and faculty of KU School of Social Welfare</p> <p>Quarterly surveys of guests</p>	<p>The City Commission Goal(s) related to the program.</p> <ul style="list-style-type: none"> • economic development • planned growth • community building • environment issues • neighborhood quality • transportation • downtown development • service delivery <p>Economic Development</p> <p>Transportation</p> <p>Service Delivery</p>	<p>The Goals and Objectives are statements of what you're wanting to accomplish with the program.</p> <p>Continue to provide safe shelter and comprehensive support for people who are homeless or at risk of homeless</p> <p>Build on current program of Intervention and Collaboration of services for individuals dealing with alcohol and substance abuse</p>	<p>Your target group is who you're working with.</p> <p>Homeless families and individual adults in Lawrence and Douglas County experiencing substance abuse and mental illness</p>	<p>Strategies are the program, policy, procedure, etc. you will implement to address your goals.</p> <p>Case management, in-house jobs programs and employment staff, support groups, counseling, and daily living services</p> <p>Collaboration with area agencies (e.g. Bert Nash, RADAC, DCCCA, PTS, KS Legal Services) and networking with HIAC, CHC, and other groups</p>	<p>Process outcomes measure what intervention was conducted with what group of people (I.e., how much money was spent, number of people served, client satisfaction)</p> <p>*All outcome statements are concrete with numbers of change over an amount of time</p> <p>1 - five individuals per month will be assisted w/receiving an assessment of potential substance abuse.</p> <p>2 – four individuals per month will be assisted w/accessing either mental health or substance abuse services</p> <p>3 – Access will be provided to Alcoholic Anonymous to enable guests to attend meetings at least once a week for 52 weeks</p>	<p>Behavioral outcomes measure the impacts, benefits or change in behavior during and after participation in the system/ intervention.</p> <p>*All outcome statements are concrete with numbers of change over an amount of time</p> <p>1 – At least 25% of individuals who have been assisted w/accessing either mental health or substance abuse services will move from LCS into permanent housing</p> <p>2 – At least 25% of individuals who have been assisted w/accessing either mental health or substance abuse services will obtain employment</p>	<p>The impact outcome will be your "pie in the sky" statement of how things will be down the road for your target population if all your outcomes are met and everything goes perfectly.</p> <p>Less than 10% of individuals who have been assisted with accessing either mental health or substance abuse services and then subsequently left LCS will return to LCS seeking shelter services.</p>