

Lawrence Community Shelter, Inc. (LCS)
Substance Abuse Intervention and Collaboration Program 2008 – Narrative

Program Description

The Lawrence Community Shelter, Inc. (LCS) is a nonprofit, tax-exempt organization working since 1996 (the opening date of the Community Drop-In Center which merged with the Lawrence Open Shelter in 2005 to form 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.* It is envisioned that the Lawrence Community Shelter will be enlarged and relocated in the next few years in its effort to provide more emergency shelter, improved programs for people experiencing homelessness, and a better neighborhood location. In conjunction with the plan to reduce chronic homelessness in Lawrence developed by the Community Commission on Homelessness, LCS will continue to be the primary 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 activities 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, *collaboration with existing service providers such as DCCCA, RADAC, and Bert Nash to make full use of available resources and to more effectively serve the individual in need.

The **Substance Abuse Intervention and Collaboration Program** works with the guests of LCS who suffer from alcohol and drug abuse and often struggle with an additional mental health diagnosis. LCS is an open facility in the night shelter which means that it does not administer a breathalyzer test to its guests. 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 comes to the Lawrence Community Shelter for service must complete an intake form on arrival and begin the assessment process with the case manager in the day shelter office. 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 often drives the individual to the facility whether it is 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 significantly increased its responsibilities and activities in the past year. Almost all of the homeless individuals in Lawrence come to the daytime, drop-in portion of the LCS for daily services and case management at some time. LCS is a 24-hour, 7-days-a-week program with nine employees, more than 100 volunteers, and seven program areas (case management, daily living services, housing, employment, health, substance abuse, and mental health). The LCS budget increased from \$392,200 in FY 2006 to projected \$515,380 for FY 2008.

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 usually must be dealt with. 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. Targeting this key population is what makes LCS unique.

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. 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 through collaboration between LCS and other agencies that the maximum benefit can be brought to the person in need with the least duplication of effort.

The point-in-time survey of the homeless population in January 2007 showed a total of 373 homeless adults and children in Lawrence. Due to an improved survey and additional staffing, this is the best count Lawrence has ever had of its homeless population. By way of comparison, 442 separate adult individuals signed in for some sort of service at the Lawrence Community Shelter in the eight months from July 2006 through February 2007. Of these 442 individuals, 74% were male, 26% female, 71% white, 16% African American, 9% Native American, 4% Hispanic, and 11% veterans.

The **Substance Abuse Intervention and Collaboration Program** identifies those guests needing intervention and counseling and advises them of the availability of detox, rehab, medical, social, and/or psychiatric treatments. Most often, the LCS staff insures transportation to and from the detox or rehab facility for the individual. The LCS intake process and programs are designed to insure the appropriateness of referrals, appointments, and follow-up.

Outcomes

Outcomes of the Lawrence Community Shelter's **Substance Abuse Intervention and Collaboration Program** are measured against standards of benefit both to the individual and to the community at large. The programs are designed to reduce the number of homeless individuals in Lawrence abusing alcohol and drugs. 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 10 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 entrepreneurial projects through the Joseph Project
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. Collaboration

1. continue collaborative management of resources for individual cases with Bert Nash Community Health Center, DCCCA, RADAC, Kansas Legal Services, The Salvation Army, WTCS, Veterans Affairs, ECKAN, and other agencies
2. bring additional outreach efforts from DCCCA, RADAC, 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 Networking
5. participate in implementation of the plan to reduce chronic homelessness through the Community Commission on Homelessness (CCH) and the Community Cooperation Committee (CCC).

The Lawrence Community Shelter was born out of a decision to improve coordination of and to increase 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, 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 exists between LCS and the Bert Nash Community Health Center, the outreach staff of DCCCA and RADAC, the Lawrence-Douglas County Housing Authority, and the Kansas Legal Services. 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, 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 LCS entrepreneurial start-up efforts called the Joseph Project.

Sharing – the Lawrence Community Shelter shares many aspects of its programs ranging from data to food. LCS is the lead agency for nine social service providers that have implemented the Homeless Management Information System. The purpose of 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 information sharing, LCS is one of the Lawrence agencies constantly sharing food and supplies to insure as much direct service to clients as possible.

Networking – as mentioned in Outcomes B.4, LCS is a member of the network of area service providers meeting in various 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, 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 pool of more than 100 general volunteers who serve during the week for the day and night shelters, an experienced board of 15 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. Three staff monitors are in recovery and one is a licensed MSW. One of the two key volunteers and one other board member are active in AA. One is an alcoholism prevention speaker and three LCS people are personal recovery sponsors. The city funded case manager is a certified alcohol and drug counselor. Another board member is a certified guidance counselor and family life education consultant. 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 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.

Lawrence Community Shelter, Inc. (LCS)
Substance Abuse Intervention and Collaboration Program – Budget

The **Substance Abuse Intervention and Collaboration Program** is incorporated into the LCS projected FY 2008 budget of \$515,380. **Direct Income** (\$335,380) is received from individual donations (\$101,580), government (\$96,000), foundations (\$15,000), businesses (\$18,600), religious organizations (\$40,000), events and mailings (\$64,200). **Indirect Income** (\$180,000) is derived from one full time position paid for by the City of Lawrence but assigned to the LCS (\$36,000), donated volunteer time (\$75,000), the federal Senior Community Service Employment Program (SCSEP) employment training program for low income senior citizens (\$16,100), food (\$24,200), accounting and legal donated services (\$1,200), fundraising and event expenses (\$15,000), and the Christmas gift project (\$12,500). The **Substance Abuse Intervention and Collaboration Program** is supported by general funds other than the Alcohol Tax Fund.

Direct Expenditures

Personnel (all are existing positions)		
Director (f/t)	\$32,400	
Case Manager (f/t)	35,000	
Monitors (5 p/t)	79,035	
Admin & Operations (2 p/t)	18,015	
Fringe	<u>18,050</u>	\$182,500
Shelter space (rent & utilities)	62,080	
Supplies: office and program	7,500	
Equipment	3,500	
Insurance, Audit, Bank	8,200	
Printing and Postage	4,500	
Fundraising/Events	15,000	
Staff Development	600	
Direct Assistance	17,500	
Employment Projects	<u>34,000</u>	<u>152,880</u>
Subtotal Direct Expenditures		335,380

Indirect Expenditures

City funded Case Manager (f/t)	36,000	
Volunteers	75,000	
SCSEP	16,100	
Food	24,200	
Accounting & Legal	1,200	
Fundraising/Events	15,000	
Christmas Gift Program	<u>12,500</u>	
Subtotal Indirect Expenditures		<u>180,000</u>

Total Expenditures		<u>\$515,380</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>-- analyses from Homeless Management Information System (HMIS) data</p> <p>-- special studies and surveys with researchers from KU School of Social Welfare</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 collaboration of services for homeless individuals dealing with substance abuse and alcoholism</p>	<p>-- individual adults in Lawrence and Douglas County, Kansas who are experiencing homelessness</p> <p>-- homeless individuals who are suffering from alcoholism, substance abuse, and/or mental illness</p>	<p>-- case management of shelter guests</p> <p>-- collaboration with Bert Nash, DCCCA, RADAC, 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, daily living 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, RADAC, 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 10 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>