

Program Description

The Substance Abuse Intervention and Collaboration Program of the Lawrence Community Shelter (LCS) works with the guests of LCS who suffer from alcohol and drug abuse and often struggle with an additional mental health diagnosis. LCS operates the 24/7 day and night shelter for the homeless in Lawrence. It 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 the key service organization in Lawrence for adults with alcohol and drug abuse issues who are also experiencing homelessness.

The Intervention and Collaboration Program is a combination of two interdependent parts: *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, Bert Nash Community Mental Health Center, Valeo, Johnson County Adult Detox Unit, SOS in Kansas City, KS and ARC in Kansas City, MO to make full use of available resources and to more effectively serve the individuals in need.

The Lawrence Community Shelter is a nonprofit, tax-exempt organization evolving and working since 1996 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, a better neighborhood location, and an expanded Intervention and Collaboration Program. The Community Commission on Homelessness, in implementation of its Vision for Housing the Homeless, has approved LCS as the sole emergency facility in Lawrence for the homeless. This selection places increased responsibilities on the LCS programs and budget, particularly the Intervention and Collaboration Program for those engaged in substance abuse.

The Lawrence Open Shelter, Inc. (LCS) has significantly increased its responsibilities and activities in the past few years. The Salvation Army closed its night shelter in mid-2009 and its 42 emergency spaces became the responsibility of the LCS which has located a second, temporary building to house these people at night until a permanent, larger facility is located and occupied. Almost all of the homeless individuals in Lawrence come at some time to the daytime center of the LCS for daily services, case management, and other programs. LCS is a 24-hour, 7-days-a-week program with 12 employees and more than 100 volunteers. The Lawrence Community Shelter works to fulfill its mission to those experiencing homelessness through a series of interrelated activities providing (A) case management focused on four program areas - jobs, housing, benefits, and intervention; (B) daily living services - space for an AA group;

breakfast at the day shelter and evening meal at the night shelter; laundry facilities and showers; storage; transportation to area detox, rehab, and psychiatric units; and communications (mail, local and long distance phone); and (C) night sleeping spaces for 73 adults and families. The LCS budget increased from \$578,000 in FY 2008 to \$692,815 for FY 2009 and a projected budget of \$803,000 for FY 2010 as it assumes more responsibility for the local homeless population and increases its efforts to deal with their substance abuse issues.

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 for guests in detox, rehab, and psychiatric units and staff or experienced volunteers drive 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.

Needs Assessment

The needs of individuals dealing with substance abuse in the homeless population in Lawrence are clear and compelling. The first and second problems inhibiting progress out of homelessness are substance abuse and mental illness. 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 serving the Lawrence homeless population a challenge. Targeting this key population is what makes LCS unique.

A consistent 55% of LCS guests self-identify 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 best professional estimate is that there are about 400 homeless adults and children in Lawrence. The Lawrence Community Shelter serves (A) an average of 53+ people

in its day programs (27,755 units of services were provided to 632 separate individuals in 2008); and (B) in the night shelter, 73 sleeping spaces nightly, 26,645 bed nights in the year. Of the individuals served at LCS, 74% are 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. 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. The following process, behavioral, and general outcomes are projected:

A. Intervention

1. obtain admission for four 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 case management 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, Bert Nash, and the Douglas County Health Department to LCS and people on the street (process)
3. continue implementation of the Homeless Management Information System (HMIS) for Lawrence/Douglas County
4. continue attending monthly and other meetings of the associations described below in Networking
5. participate in the Vision for Housing the Homeless developed by the Community Commission on Homelessness (CCH).
6. continue to participate in new discussions with several agencies investigating the establishment of a detox and/or rehab facility in Lawrence/Douglas County

In 2008, LCS helped 60 individuals enter substance abuse detox or rehab programs and 57 people into mental health assessment or treatment.

Coordination

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 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 dealing with substance abuse. 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.

Sharing – LCS is the lead agency for eight social service providers that have implemented the Homeless Management Information System, 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 is one of the Lawrence agencies constantly sharing food, clothing, and supplies to insure as much direct service to clients as possible.

Networking – as mentioned in Outcomes B.4, LCS is a member of various groups working for people experiencing homelessness, including the Coalition for Homeless Concerns, the Interfaith Initiative, and the Community Commission on Homelessness. The Director of LCS is the treasurer of the Coalition for Homeless Concerns. Note: LCS is part of a new grouping of agencies investigating establishing a detox and/or rehab facility in Lawrence.

Organizational Capacity

The Lawrence Community Shelter has 12 paid staff and a pool of 100+ volunteers, an experienced board of 11 members, and a long list of supporters throughout Lawrence/Douglas County. The LCS director 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 key volunteer and two board members are active in AA. One is an alcoholism prevention speaker and three LCS people are personal recovery sponsors. 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. The need is great enough, however, and the LCS has matured to the point that it is essential and appropriate to add another full time case manager supported, in part, by this application for Alcohol Tax Funds.

Substance Abuse Intervention and Collaboration Program

Direct Expenditures:	Personnel	
	Monitors	\$ 44,000
	Case managers	46,000
	Fringe Benefits	7,900
	Travel	1,400
	Office Space	-0-
	Supplies: office	300
	Supplies: other/prescriptions	400
	Equipment	-0-
	Program Direct Total	<u>\$100,000</u>

Program Budget Notes

1. Other Expenditures of the Substance Abuse Intervention and Collaboration Program budget are assumed by the LCS projected FY 2010 budget of \$803,000 (Direct \$587,000; Indirect \$216,000).

2. Other sources of funding for this specific program and amount are:

Gault Irrevocable Trust - \$7,800 projected and

Other general support donations to the Lawrence Community Shelter

3. The LCS creatively uses over 100 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 every evening of the year. Students are used to help the shelter in ways ranging from data entry, health education presentations, and case management assistance, to landscaping, minor construction, and repairs.

4. The imperatives of this budget request are (1) to maintain services to homeless individuals dealing with alcohol and substance abuse, and (2) to increase funding toward the expense of an additional case manager to assist the growing number of alcohol and substance abuse cases coming to LCS. Of the \$50,000 requested from the Alcohol Tax Funds, \$17,000 will be expended as half of the salary of a new case manager.

5. Long term plans for funding the Intervention and Collaboration Program depend on continued support from the Alcohol Tax Fund, the Gault Irrevocable Trust, and general support donors to the shelter. As LCS becomes further established and increases its mailing list and fundraising events, general income will grow commensurately to continue some support of the critical Intervention and Collaboration Program.

Lawrence Community Shelter 2009 Organizational Budget

<u>Direct Income</u>			
Individuals	\$199,950		
Governments	110,000		
Foundations	19,575		
Businesses & Organizations	6,525		
Religious	7,830		
United Way	36,320		
Events, Mailings	93,615		
Interest	<u>2,700</u>	<u>\$476,515</u>	
<u>Indirect Income</u>			
Volunteers	93,700		
Outreach worker	40,000		
SER/SCSEP	12,000		
Food	38,000		
Accounting & Legal	2,000		
Bus passes	2,600		
Fundraising	14,000		
Christmas	<u>14,000</u>	<u>216,300</u>	
	Total Income		<u>\$692,815</u>

<u>Direct Expenditures</u>			
Personnel	305,515		
Rent	35,200		
Utilities	21,300		
Supplies: office and program	16,300		
Repairs and Maintenance	9,000		
Insurance, Audit, Bank	20,000		
Printing and Postage	7,900		
Fundraising/Events	12,300		
Staff Development	2,500		
Direct Assistance	28,500		
Employment Projects	<u>18,000</u>	476,515	
<u>Indirect Expenditures</u>			
Volunteers	93,700		
City funded Case Manager (f/t)	40,000		
SCSEP	12,000		
Food	38,000		
Accounting & Legal	2,000		
Bus passes	2,600		
Fundraising/Events	14,000		
Christmas Gift Program	<u>14,000</u>	<u>216,300</u>	
	Total Expenditures		<u>\$692,815</u>

ASSESSMENT DATA	GOALS/ OBJECTIVES	TARGET GROUP	STRATEGIES	PROCESS OUTCOMES	BEHAVIORAL OUTCOMES	IMPACT OUTCOMES
<p>Compilation of data from day and night shelters</p> <p>Monthly data reports from case managers</p> <p>Analyses from Homeless Management Information System (HMIS)</p> <p>Special studies and survey with students and researchers from KU School of Social Welfare</p>	<p>Continue to provide safe shelter and comprehensive support services for people experiencing homelessness or who are at risk of homelessness</p> <p>Build on current program of Intervention and Collaboration of services for individuals dealing with alcohol and drug abuse</p>	<p>Individual adults and families in Lawrence and Douglas County who are homeless</p> <p>Homeless individuals and families who are suffering from alcoholism, substance abuse, and mental illness</p>	<p>Case management</p> <p>Collaboration with area agencies (such as Bert Nash, RADAC, KS Legal Services)</p> <p>In-house counseling, jobs programs, support groups, and daily living services</p> <p>Networking with CCH, CHC, Interfaith Initiative, HMIS group</p> <p>Participate in new group developing detox/rehab programs for the city/county</p>	<p>Obtain admission for 4 individuals into detox, rehab, or psychiatric care each month</p> <p>Continue outreach efforts from DCCCA, RADAC, and Bert Nash Community Mental Health Center</p> <p>Add new case manager or substance abuse counselor for Intervention and Collaboration Program</p>	<p>Enter 10 or more individuals into case management each month</p> <p>Place 6 individuals returning from detox, rehab, or psychiatric care into a job over the year and maintain a follow-up schedule to sustain the employment</p> <p>*All outcome statements are concrete with numbers of change over an amount of time</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 12 months</p> <p>Solid community support will be identified to help establish a detox and/or rehab facility in the city/county</p>

