



**Fiscal Year 2019
Emergency Solutions Grant Program
Request for Proposals**

**Lakewood Community Services Center
Emergency Shelter Services Program**

Cover Sheet

| | |
|-----------------------------------|---|
| Organization | Lakewood Community Services Center |
| Organization Type | Not-For-Profit |
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| Federal Tax ID # | 34-1446497 |
| DUNS # | 615939998 |
| Project/Program Name | Emergency Shelter Services |
| Total FY19 Project Budget | \$48,840 |
| FY19 ESG Funding Request | \$20,310 |

Abstract

LCSC Mission: Lakewood Community Services Center, with its partners, serves the community by providing basic needs assistance and personalized resource and referral services with the goal of empowering each individual to move toward greater self-sufficiency.

Program Name: Emergency Shelter Services

Program Description: Breathing Room offers short-term temporary shelter to Lakewood families who have become literally homeless and helps these families secure affordable housing in Lakewood when they leave the shelter. Providing shelter is only a small function of the program, which includes an exhaustive list of essential services designed not only to secure appropriate and affordable housing, but to provide links, referrals and case management to families with the goal of keeping them housed for the long term. These include:

- Assessments to thoroughly understand the barriers that resulted in an individual or family becoming homeless
- Connecting individuals/families with mainstream benefits and community organizations that will ease the cost of housing burden (utility assistance, food stamps, cash assistance programs, etc.)
- Connecting individuals with on-site services available to them at LCSC
- Participating in the housing search to ensure that families move into safe, affordable and sustainable housing when exiting Breathing Room
- Ensuring that clients who are in Breathing Room commit to meeting with LCSC case managers at least once each week to measure progress of case plan; housing search, etc.
- Providing cash assistance for security deposit/first month's rent when necessary
- Following up with former Breathing Room clients to ensure housing stability

Identifying and securing appropriate and affordable housing in Lakewood has become increasingly difficult over the last two or three years with management companies purchasing what formerly were affordable units, converting them and increasing the monthly rent. Other landlords are simply refusing to accept a potential tenant with a court-ordered eviction as there is a significantly increased "pool" of renters with no eviction histories. In 2018, client families remained in Breathing Room for well over two months each as securing Lakewood housing has become such a challenge.

Community Need: Breathing Room is the only shelter in the city of Lakewood for displaced Lakewood families. Since opening Breathing Room in January 2012, LCSC (YTD August 2018) has been able to provide short-term temporary shelter and supportive services to 171 literally homeless Lakewood individuals, 157 of who have exited to permanent housing in Lakewood. Prior to operating Breathing Room, LCSC social workers had no option but to direct homeless Lakewood individuals or families to shelters in Cleveland. With HUD's mandate for Coordinated Intake, homeless individuals/families must present to the Bishop Cosgrove Center at E. 17th and Superior from where they are sent to one of the homeless shelters in Cuyahoga County. Because LCSC is a member of the County Continuum of Care, individuals can be referred to Breathing Room through our shared Homeless Management Information Software, which eliminates the requirement for Lakewood families to present in person to the Coordinated Intake site where they have no control over which shelter they are assigned.

Beneficiaries: We expect 15 -20 households to apply to Breathing Room and to be assessed for services in 2019. Of these clients, we anticipate sheltering six families (15 individuals). It is important to note that if families do not qualify for shelter, every one of them will receive family-focused case management services and links and referrals to mainstream benefits and service providers, both in the community and on site at LCSC.

Total Project Budget: \$48,840

ESG Funding Request: \$20,310

Project Narrative

1. Unmet Community Needs & Service Gaps Addressed

Prior to operating Breathing Room, LCSC social workers had no option but to direct homeless Lakewood individuals/families to shelters in Cleveland if there was no possibility for temporary housing with a family member or friend. With HUD's mandate for Coordinated Intake, all homeless individuals/families must present at the Bishop Cosgrove Center at E. 17th and Superior for processing by an intake worker from the EDEN, Inc. From the Cosgrove Center, clients are sent to one of the homeless shelters in the county, which continue to operate at or above capacity. While the goal of the program is to rapidly rehouse the homeless, priority is given to families. Single women are sent to the Norma Herr Women's Shelter at E. 24th and Payne and single men to the Men's Shelter at 2100 Lakeside. Whether in a family or a single adult, there is effectively zero case management for the homeless, a wait for rehousing for families and little chance of being rehoused as a single adult. As members of the Cuyahoga County Office of Homeless Services' Continuum of Care, OHS has agreed that LCSC can accept Lakewood families directly at Breathing Room and that our participation in HUD's mandated Coordinated Intake can be accomplished by sending client information to the shelters via our Homeless Management Information Software, which is shared by all members of the Continuum. This agreement eliminates the requirement to direct Lakewood households to the shelters in Cleveland unless Breathing Room is occupied or a homeless Lakewood family cannot temporarily stay with family or a friend until space is available.

2. Primary Goals & Objectives

The goal for Breathing Room is to offer short-term temporary shelter to Lakewood families who qualify for this assistance and to provide the services and supports to help these families remain stably housed in Lakewood when they leave the shelter. There are multiple objectives that need to be met in order to reach these goals. These objectives include:

- Thoroughly understanding the barriers that resulted in an individual or family becoming homeless
- Connecting individuals/families with mainstream benefits and community organizations that will ease the cost of housing burden (utility assistance, food stamps, cash assistance programs, etc.)
- Connecting individuals with on-site services available to them at LCSC including HireLocal Lakewood workforce program delivered on site by The Centers El Barrio and mental/behavioral health services provided by Murtis Taylor Human Services System
- Participating in the housing search to ensure that families move into safe, affordable and sustainable housing when exiting Breathing Room (working with known landlords whenever possible)
- Ensuring that clients who are in Breathing Room commit to meeting with LCSC case managers at least once each week to measure progress of case plan; housing search, etc.
- Providing cash assistance for security deposit/first month's rent when necessary
- Following up with former Breathing Room clients on a regular basis to ensure housing stability, to intervene if necessary and to provide additional supports as needed.

Identifying affordable and appropriate housing in Lakewood for an individual or a family with a court ordered eviction is becoming more and more difficult as there is a significantly growing pool of potential renters eager to make the move into Lakewood. In 2018 the challenge of finding housing for our Breathing Room clients has resulted in serving only three families, each of whom stayed for over two months. One family exited to live with relatives; one (whose head of household is employed by the Lakewood City Schools) had to relocate to Elyria; we were able to relocate a single mom with a teenage son at Lakewood High School to a unit in Lakewood, but only after a three-month stay.

3. Program Evaluation (*Data Collection Tools & Outcome Measurement Procedures/Methodology*)

As an ESG recipient, LCSC is mandated to enter all client data into the County's Homeless Management Information System (HMIS) software program, ServicePoint. Client information is entered at intake and assessment and throughout the engagement. Exit data include: date of exit; destination; referrals to benefits; amount of cash assistance. We are working with the Cleveland/Cuyahoga County Office of Homeless Services and in particular with their HMIS Administrator, to become a beta site for the Self Sufficiency Outcomes Matrix Module that Bowman Systems has incorporated into ServicePoint v5.2. We are currently working to determine which of the 17 points of measurement are appropriate for our client population and which can be meaningfully tracked. In addition, all clients who receive services through Breathing Room are also entered into our own proprietary Access client database. Because all Breathing Room clients are/or become food pantry clients, LCSC social workers have the opportunity to follow them on a monthly basis to monitor progress/stability/sustainability and to intervene if necessary.

4. Intended Outcomes/Community Impact

Having short-term temporary emergency shelter in Lakewood is critically important for Lakewood families who find themselves homeless as they are much better served while remaining in their own home community. Providing homeless Lakewood families with seamless access to LCSC's case managers is essential to client outcomes and to ensure that families in crisis: 1. Secure safe and affordable housing so that they can be sustainable; 2. Access supportive services and benefits, jobs programs, utility assistance programs, etc. that will reduce the cost of housing/living burden; 3. Whenever possible keep the children of homeless families in the school they are currently attending; 4. Establish an ongoing client/case manager relationship that will prevent a subsequent housing crisis.

Keeping families stably housed has an overall impact on the stability of an apartment building/multi-family home and the other residents living in them. This expands to the stability of a neighborhood and the city as a whole. The Cuyahoga County Continuum of Care has made families the priority for homeless services. To that end, LCSC places families with children at the top of the list for Breathing Room and the services that support those in temporary shelter.

It is important to note that despite the difficulty in finding Lakewood housing for clients with court ordered evictions, our goal of keeping families here in the community has not changed. The impact may be a decreased number of families served as the former 30-day limit is becoming almost impossible to meet.

5. Target Population(s) & Outreach Efforts to Potential Beneficiaries

As an Emergency Solutions Grant-funded program, Breathing Room can serve Lakewood residents of extremely low income (30% of the Area Median Income, which equates to a maximum of \$14,250 per year for a single person household). Successful applicants must prove that they have sufficient income to remain stable after the 30-day stay and with one-time cash assistance for security deposit and/or first month's rent. To align with the Continuum of Care, LCSC gives priority to homeless families over individuals.

Community outreach efforts are similar to those for all programs and services offered at LCSC. The LCSC social workers have ongoing relationships with staff at the City of Lakewood Division of Youth and Division on Aging, with North Coast Health, Family Resource Coordinators at the City of Lakewood schools, social workers at the Westerly Apartments and at Fedor Manor. Direct referrals are simple and ongoing. Brochures are available at the Lakewood Public Libraries, all schools, churches, City Hall, etc. and all LCSC services are listed with United Way's 211 First Call for Help.

6. Services Provided & Delivery Strategy

Breathing Room is a complex program with a wide range of services available to those clients who are eligible. Every client engages in an intake and assessment by one of LCSC's licensed social workers. Based on ESG guidelines, those clients who are eligible complete an application package and usually are placed on a waiting list. When the unit becomes available, a client family then returns for additional barriers assessment, signs the Participation Contract and is given a move-in date. All information is then sent to EDEN, Inc. for entry into the county's Coordinated Intake database in ServicePoint and entered here at LCSC into our agency's ServicePoint profile so that demographic data, progress milestones and exit data can be tracked by HUD and shared among community service providers after the client family signs a Release of Information.

There is an exhaustive list of ESG-eligible emergency shelter services that LCSC social workers provide to homeless Lakewood families to move them out of shelter, to connect them to mainstream benefits, to help them access education services, employment assistance, mental health services, etc. with the goal of increasing their housing stability and sustainability. (See Attachment B) LCSC has signed a Memorandum of Understanding with partner county agencies with the overarching goals of both rapid exit from shelter and zero families returning to shelter. Shelter partners agree to work toward the completion of four milestones, which are: 1. To develop a detailed **exit plan** with the client; 2. To address **client income needs** (link to employment resources, links to supportive services, completion of public assistance paperwork and assistance to seek and secure child care); 3. To help with **housing search and placement** and help to secure basic furniture, bedding, etc.; and 4. To resolve **utility issues**.

7. Program Design (*emphasize uniqueness and/or innovation*)

LCSC is uniquely qualified to provide HUD's eligible services and to deliver on the terms of the MOU because: we can offer onsite mental/behavioral health services and employment services provided by community partners; we can access ESG Homelessness Prevention funds to move Breathing Room participants into appropriate and affordable housing. Through over 11 years of providing homelessness prevention programs and programs for literally homeless Lakewood residents, LCSC had established a network of Lakewood landlords willing to work with us. As mentioned previously, this network continues to shrink as developers are moving into Lakewood and purchasing what had been affordable rental units, issuing 30 Day Notices to Quit to tenants, rehabbing the units and placing them back on the market at significantly increased cost to rent. Also Lakewood landlords have a glut of potential renters eager to move into Lakewood, which means they are no longer interested in renting to individuals with eviction histories. LCSC has the challenge to reach out to those landlords who still offer affordable units in Lakewood and to convince them to work with our client families exiting Breathing Room.

After exiting Breathing Room, families have established a relationship with their LCSC social worker who will follow up with them on a regular basis as long as needed. These families will continue to take advantage of the emergency food provided through our pantry every 30 days if needed, which offers LCSC an additional ongoing touch point. As members of the Continuum of Care, we continue to work with participating families as needs arise and arrange for face-to-face meetings during home visits to ensure that households have the services and supports to remain housed.

8. Client Eligibility Criteria

Clients accessing Breathing Room and the supportive services associated with this short-term shelter must meet the following criteria:

1. Last permanent residence or residence from which evicted must be in Lakewood
2. Must meet HUD's extremely low income guidelines
3. Must document sufficient income to be stable after temporary stay and one-time cash assistance if needed

4. Must agree to and sign the Participation Contract which includes the following provisions:
 - Must meet with LCSC social worker at least weekly
 - Only individuals on the contract may stay overnight
 - Must agree to weekly inspections of apartment by LCSC staff
 - Clients are responsible for any damages
 - Applicants receiving mental health/substance abuse treatment are encouraged to continue receiving services during their stay
 - No illegal drugs or alcohol are permitted
 - No smoking is permitted
 - No weapons are permitted

9. Unduplicated Clients to be Served (January 1 – December 31, 2019)

Please distinguish between clients evaluated for eligibility and those receiving services.

We expect 15 – 20 families to apply to Breathing Room and to be assessed and evaluated for services in 2019. Of these clients, we anticipate sheltering six families (15 individuals). Note: This number is based on our 2018 experience, which is a result of the increasing difficulty in finding Lakewood landlords (who own safe and appropriate units) willing to rent to individuals with court ordered evictions. It is our goal to identify additional landlords willing to accept our clients based on our long-term relationships.

It is important to note that if families do not qualify for shelter, every one of them will receive family-focused case management services and links and referrals to mainstream benefits and service providers, both in the community and on site at LCSC.

10. Program Staff

| Job Title | Hours/Week Devoted to Program | % ESG Funded | Brief Summary of Responsibilities |
|--------------------------------|-------------------------------|--------------|--|
| Senior Manager Client Services | 1 | 10% | Client intake, assessment, case management, assistance with housing search and follow up |
| Social Worker | 3 | 10% | Client intake, assessment, case management, assistance with housing search and follow up |
| Executive Director | 1 | 10% | Program oversight; reporting to City of Lakewood; implementation of Self Sufficiency Outcomes in ServicePoint; fundraising |

11. Implementation Schedule*

| Milestone | Completion Deadline |
|---|---------------------|
| 3 individuals in 1 family will reside in Breathing Room receiving support services (3 months) | March 31, 2019 |
| 3 individuals in 1 family will reside in Breathing Room receiving support services (2 months) | May 31, 2019 |
| 5 individuals in 2 families will reside in Breathing Room receiving support services (1 month for one family; 2 months for second family) | August 31, 2019 |
| 2 individuals in 1 family will be resident in Breathing Room receiving support services (2 months) | October 31, 2019 |
| 2 individuals in 1 family will be resident in Breathing Room receiving support services (2 months in 2019 with anticipated carry over into 2010; only 2019 deadline included) | December 31, 2019 |

**Based on 2018, this implementation schedule is a very rough estimate at best and is based on average length of stay remains at the 2018 level (1.5 -3 months).*

Program Budget

Expenditures

| Expense Category | Lakewood ESG Funding Request | Agency Matching Funds | Other Matching Funds | Total |
|--|------------------------------------|-----------------------------|----------------------------|-----------------|
| Shelter Operations | | | | |
| Rent | \$6,600 | | | |
| Utilities | 1,200 | | | |
| Security | | | | |
| Routine Maintenance & Repairs | 500 | | | |
| Insurance | | | | |
| Housekeeping | | | | |
| Supplies | 100 | | | |
| Equipment | | | | |
| Furnishings (replacement, if needed) | 1,000 | | | |
| Food | | 6,000 | | |
| Pest Control(if necessary) | | 2,000 | | |
| Laundry | | | | |
| Liability Insurance | | 1,540 | | |
| Essential Services (Staff & Fringe) | | | | |
| Staff Salaries | 6,377 | | | |
| Fringe Benefits | 863 | | | |
| HMIS | | | | |
| Staff/Administration | 350 | | | |
| Hardware, Equipment, Software | | 1,500 | | |
| Training | | 200 | | |
| Inspections | | | | |
| HUD-Mandated Habitability Inspections | 250 | | | |
| LCSC Program Oversight/Administration | | | | |
| Staff Salary | 2,390 | | | |
| Fringe Benefits | 280 | | | |
| LCSC Occupancy | | | | |
| Rent | | 6,300 | | |
| Utilities/Phone | | 1,800 | | |
| Property Insurance | | 200 | | |
| Cleaning | | 1,140 | | |
| Equipment | | | | |
| Materials/Printing/Copying | 100 | 100 | | |
| Financial Reporting (Consultant) | 300 | 250 | | |
| Volunteer Support (@ \$15/hr) | | 7,500 | | |
| Total | \$20,310 | \$28,530 | | \$48,840 |

Revenue Sources

| Source | Requested | Committed | Total |
|---|-----------------|-----------------|-----------------|
| FY18-19 ESG Carry Forward (<i>Est</i>) | | | |
| Other (Non-ESG) Federal | | | |
| State/County Government | | | |
| Private Sector (<i>Foundations, etc...</i>) | | | |
| Earned Revenue | | | |
| Other: Agency Funds | | 21,030 | |
| Other: | | 7,500 | |
| FY18 ESG Request | \$20,310 | | |
| Totals | \$20,310 | \$28,530 | \$48,840 |
| <i>Include letters from all sources of already committed funds.</i> | | | |

Budget Narrative: Briefly describe how ESG funds will be utilized.

ESG funds for Breathing Room can be separated into the following areas of support:

- \$9,400 will be used for actual shelter operations
- \$7,240 will be used for case managers' salaries/fringe benefits for the delivery of essential services, which is an exhaustive list of services that LCSC social workers provide to Lakewood families while in/exiting shelter (see Exhibit B).
- \$3,020 provides salary relief for program oversight and also HMIS data entry managed by LCSC executive director
- \$250 supports salary of City of Lakewood Human Services staff member for HUD-mandated habitability inspections of properties for exiting Breathing Room families
- \$100 partial support for printing application forms
- \$300 covers partial salary support for LCSC accountant firm for preparation of reports to City of Lakewood

Total: \$20,310