



## **FY21 Community Development Block Grant**

### **Funding Application**

<b>Organization</b>	Lakewood Community Services Center
<b>Organization Type</b>	Not-For-Profit
<b>Address</b>	14230 Madison Avenue, Cleveland, OH 44107
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<b>Board President</b>	Leah Gary
<b>Federal Tax ID #</b>	34-1446497
<b>DUNS #</b>	615939998
<b>Project/Program Name</b>	Case Management Services
<b>Total FY21 Project Budget</b>	\$97,320
<b>FY21 CDBG Funding Request</b>	\$37,000

**Lakewood Community Services Center  
Food Pantry**

**CDBG Eligibility Criteria**

Lakewood Community Services Center's **Case Management Services Program** satisfies the following Community Development Block Grant Program (CDBG) eligibility criteria and therefore is suitable for funding consideration.

**CDBG National Objective**

*Low-Moderate Income Limited Clientele (LMC):* Activities that benefit either a specific group of persons, at least 51% of who are documented as low moderate-income or a clientele presumed by HUD to be principally low moderate-income (e.g. battered spouses, senior citizens).

**CDBG-Eligible Activity Category**

*Public Services:* The provision of public services including labor, supplies, materials, and the pro rata share of the facilities where these services are provided.

**HUD-Designated Performance Objective**

Create Suitable Living Environments

**HUD-Designated Performance Outcomes**

Availability & Accessibility

## ABSTRACT

COVID-19 resulted in a significant shift in the delivery of LCSC case management services: 1. for clients with issues directly resulting from the pandemic including access to unemployment benefits, housing insecurity assistance, accessing mainstream benefits ( e.g. SNAP and/or Medicaid); and 2. for those with non-COVID-related issues exacerbated by the shutdown of services and resources or no in-person access. The pandemic shifted much of LCSC's case management from the Brokerage Model - a very brief approach to case management in which case workers attempt to help clients identify their needs and broker supportive services in one or two contacts - to the Clinical Case Management Model. This model recognizes that many clients face barriers to services that reach beyond simple questions of access and is particularly useful for clients who will need support over an extended period. Providing effective case management remotely – especially to those clients with limited access to technology – has added additional time to the delivery of effective, appropriate, and compassionate service delivery. As is the case with the delivery of all social services, the resumption of in-person intake, needs assessment, service planning and monitoring cannot safely resume until there is an effective universal vaccine.

LCSC's case management services provide support to our community's adult and senior population. YTD 2020, 67% of those receiving case management assistance are adults ages 18-59; 33% are seniors over 60, which is a 9% increase in this age group as compared to 2019. YTD August 2020, 90% of the clients receiving case management services fall into HUD's extremely low- income bracket which equates to an annual income of \$26,200 or less for a family of (4). The financial impact of the pandemic will continue well into 2021 and beyond, with no positive jobs forecast (especially for individuals with entry-level skills); no federal stimulus package at the time of writing; no real timeframe for the availability of a vaccine; and uncertainty about full-time return to in-school learning, which places the additional burden of a parent staying home to supervise school-aged children.

Our two licensed social workers have significant experience in both the brokerage model and the clinical case model of case management. Our Senior Manager of Client Services is an LSW and a Licensed Chemical Dependency Counselor III with 28 years' experience in case management including time as an EDEN case manager with Recovery Resources and a community support specialist with Mental Health Services (now FrontLine Services) before joining LCSC in 2009. Before being hired by LCSC in February 2019, our Client Services Manager's experience includes a client assessment internship with the Cleveland Sight Center; a role as community support psychiatric treatment specialist (CPST) and a CPST team leader with our mental health partners Murtis Taylor Human Services System. He is currently pursuing his masters in social work.

**Community Need/Beneficiaries:** The impact of COVID-19 will require intervention for a minimum of 1,500 low/mod Lakewood residents, 90% of whom fall into HUD's extremely low-income bracket.

## **PROJECT NARRATIVE**

### **1. Community Needs Addressed**

LCSC is the only agency in Lakewood with case managers dedicated to supporting our community's adult population. YTD August 2020, 33% of the individuals who presented with needs for case management have been over 60 years of age and 26% have been single female heads of household. This is a vulnerable segment of the population which requires significant support, which has been exacerbated by the pandemic. COVID-19 and its impact on household stability has not only increased the need for brokerage case management for individuals who need help accessing services and benefits (primarily help in navigating/following up on applications for unemployment and housing assistance), but more significantly, the need for clinical case management for individuals who need much more than direction/connection to benefits and services. Many of these clients are coming to LCSC for the first time, are limited in their use of technology and have barriers that make additional advocacy and support necessary.

### **2. Primary Goals and Objectives**

The overall goal of case management provided by LCSC licensed social workers is to assure the safety, sustainability, and stability of the members of the community who need supports. Because a significant percentage of the individuals seeking case management services are in particularly at-risk households (seniors and single female heads of household), the goal is to not only assess needs and help access benefits and services, but also to provide care coordination, follow up, ongoing communication and monitoring throughout the engagement. The pandemic has presented an entirely new level of stress and uncertainty to a population already at risk or newly at risk and remote case management can present a challenge for both the provider and the client. LCSC social workers have the goal of connecting any client who needs assistance to the other programs available to them either through our own supports or those of our community partners. During these uncertain times, wraparound service support remains our objective.

### **3. Program Design**

In prior years, almost all clients who received case management at LCSC were emergency food clients who came in monthly and were comfortable with the agency and its staff. Those clients continued to come to the Center when we switched to our drive-thru/walk up model in March, but many individuals new to LCSC and more significantly, new to the need for benefits, made up a significant percentage of the food clients. LCSC is also providing rental assistance through the Emergency Solutions Grant – CV rental assistance program as part of the CARES Act. Because referrals for this assistance are being made from outside our typical referral streams, these Lakewood residents may never have been to LCSC – or never even heard of us. Our social workers use an intake/assessment for all clients that identifies needs, creates a service plan, and connects them to mainstream benefits and community partners when needed. Providing these services remotely requires multiple phone/email interactions, constant follow up and often referrals to provider partners (e.g. Division of Youth, Division on Aging, Murtis Taylor Human Services System). We also make good use of FaceTime when clients have cell phones that accommodate it.

### **4. Target Population**

Clients served by CDBG-funded case management must be Lakewood residents who meet HUD's low/moderate income guidelines, which means a household of four (4) can have an annual income at or below \$60,800. It is important to remember that LCSC's population is primarily households at or below 30% AMI which equates to \$26,200 for a family of four (4).

### **5. Geographic Service Area**

DBG-funded services are available to Lakewood residents only.

## 6. Services Provided & Delivery Strategy

Case management by LCSC social workers includes a wide variety of services. In some rare instances, this service might be just one referral to an agency that provides access to mainstream benefits. Increasingly, clients are requiring ongoing case management that can take months or longer (access to Social Security benefits, assistance to access mainstream benefits, referrals to mental health services, ongoing interventions re housing stability, etc.). COVID-19 has increased the need to provide ongoing help to clients navigating the Unemployment Insurance or Pandemic Unemployment Assistance (PUA) system.

Even though we are operating remotely (and anticipate continuing through 2021), clients get an initial assessment to identify needs and barriers after which the social workers can begin to develop a mutually-agreed case plan to establish a manageable process to work toward stability. Clients new to LCSC often need to be made aware of the social services available to them in the community and clients who are new to the benefits system often need referrals to OWF, Prevention, Retention & Contingency (PRC) Program, Percentage of Income Payment Plan (PIPP) for utility assistance, etc. These clients, generally families, are most likely to need ongoing and progressive case management to address multiple needs. Unfortunately, in the face of so many immediate needs, it is not easy to establish a plan for the longer term, but it remains an important goal.

In the absence and uncertainty around a stimulus plan, managing immediate needs is the priority. However, establishing a plan for the longer term remains a priority as many of our clients face uncertainty about housing, employment, physical health, and mental health.

## 7. Outreach Strategy & Efforts

Community outreach efforts are like 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, Neighborhood Family Practice, Westerly Apartments, Fedor Manor, the Lakewood Family Health Center, and the Lakewood City Schools. Churches, the Lakewood Public Library, the Lakewood schools, and the City of Lakewood provide information about LCSC services and programs in their printed materials and on social media.

## 8. Community Partnerships & Stakeholders

LCSC works closely with the City of Lakewood Department of Human Services' Division of Youth/Division on Aging and the Lakewood Collaborative to ensure the services that we can offer clients are well understood locally and so that individuals are referred to LCSC whenever needs are known. We have a strong network of community partners (inside Lakewood and in the broader human services sector) including United Way's 211 First Call for Help; mental health case managers at The Centers for Families and Children and at MetroHealth; local churches and the City of Lakewood schools. These critical partnerships have improved as a result of the pandemic as partners have increasingly relied on one another in the face of the enormity of need.

## 9. Staffing

Title	Hours/Week Devoted to Program	% CDBG Funded	Qualifications & Responsibilities
Senior Manager, Client Services	15	46%	LSW, LCDC III. Client assessments; referrals; case plan; follow up
Manager, Client Services	15	46%	LSW. Client assessments; referrals; case plan; follow up
Executive Director	2	46%	Program oversight; reports to City of Lakewood; fundraising; reports to donors/funders

**10. Implementation Schedule** This does not pertain to Case Management. Services are ongoing.

**11. Projected Beneficiaries (January 1, 2021 – December 31, 2021)**

	Persons	Households
Total Unduplicated Persons & Households to be Served	1,500	650-680
Unduplicated Low-Moderate Income* Persons & Households to be Served	1,500	650-680

**12. Program Evaluation (data collection, outcome measurement procedures & methodology)**

Data Collection Tools: All data for clients receiving case management services are entered into the password-protected pages of LCSC's proprietary Access database. At the end of each month, we run a query which is used to complete the Case Management Accomplishment Report, which we prepare and send to the City of Lakewood. This report captures: number of individuals served; number of female-headed households served; number of individuals 62 and older; beneficiary income level data; and client race and ethnicity. NOTE: the new food service software program, PantryTrak, cannot be used for case management because there is no capability to password protect client information. We will continue to use our proprietary client database for all services beyond food.

Outcome Measurement Procedures & Methodology: Client services are also entered into the County's HMIS system, Clarity. This software tracks length of time receiving case management services; services received (from LCSC and from other community providers); and objectives at entry and exit points. This software was recently introduced by the Cleveland/Cuyahoga County of Homeless Services, so we have not been able to determine what outcomes reporting capacity the system has. We will begin to look at this in 2021.

**FY21 PROGRAM BUDGET**

**Expenses**

Expense Category	Total Project (A)	CDBG Funds(B)	CDBG % of Total (B/A)
<b>Personnel</b>			
Salaries	\$64,435		
Fringe Benefits	16,480		
<b>Sub-Total Personnel</b>	<b>\$80,915</b>	<b>\$37,000</b>	<b>46%</b>
<b>Overhead &amp; Operations</b>			
Rent/Lease*	\$3,780		
Insurance – property*	100		
Materials & Supplies	500		
Professional Services – Accountant	1,000		
Postage	0		
Travel	0		
Utilities/Telephone/Internet	3,170		
Insurance - liability	3,735		
Equipment - teleconference	500		
Cleaning*	720		
Continuing Education	900		
Licensure	1,000		
Printing/Copying	1,000		
<b>Sub-Total Overhead &amp; Ops</b>	<b>\$16,405</b>		
<b>Total Project Costs</b>	<b>\$97,320</b>	<b>\$37,000</b>	<b>38%</b>

\*Based on 9% of total Center space

## Funding Sources

Source	Requested	Committed	Total
Agency Funds			
CDBG FY20-FY21 CDBG Carry Forward Funds (Est)			
Other (Non-CDBG) Federal			
State			
Local			
County			
Private (Foundations, Individuals, Other)	\$35,000	\$30,000	\$65,000
Earned Revenue/Fees			
In-Kind/Volunteer (@ \$15/Hour)			
<i>Other</i>			
<b>FY21 City of Lakewood CDBG Funding Request</b>	<b>\$37,000</b>		<b>\$37,000</b>
<b>Total Funding Sources</b>	<b>\$72,000</b>	<b>\$30,000</b>	<b>\$102,000</b>