



Cover Sheet

Organization	Lakewood Community Services Center
Organization Type	Not-For-Profit
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Project/Program Name	Case Management Services
Total FY19 Project Budget	\$ 96,740
FY19 CDBG Funding Request	\$24,126

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: Case Management for Low/Mod Income Lakewood Residents

Program Description: Case management by LCSC social workers encompasses a wide variety of services ranging from just one referral to ongoing engagement that can take months or longer. For the purposes of this grant request and the numbers served reflected in it, LCSC is not requesting support for one-time referrals, but only for ongoing case management services to clients presenting with more complex needs. We continue to provide ongoing case management services to approximately 25% of the food client population each month. In 2017 we provided ongoing case management to 1,603 Lakewood individuals and are on track to exceed that number by approximately 200 individuals in 2018 if the YTD monthly numbers continue through the remaining four months, which has historically been the case. Many clients who require longer term support are those who are experiencing housing insecurity, but who do not qualify for Emergency Solutions Grant homelessness prevention assistance because they do not have sufficient household income to demonstrate that they can become self-sufficient after one-time cash assistance. We are fortunate that some of the burden for case management can be managed by our Murtis Taylor partners, but only if a client presents with a mental health diagnosis and agrees to be connected to Murtis Taylor.

Community Need: LCSC is the only agency in Lakewood that provides case management services to the community's adult (18-59) population, which YTD August 2018 represents 51% of the total number of clients who present at the Center for food. YTD 2018, 36% of our clients who request case management support services are single female heads of household who often require more lengthy and intensive support. It is important to note that of the total number of clients who have presented with the need for case management and referrals this year, in addition to the single female heads of household, 13% are adults age 62 and older. These are particularly vulnerable segments of the population, many who have no supports, and may need multiple services over a long engagement period. Additionally, the individuals who can be served by CDBG-funded case management services must be Lakewood residents who meet HUD's low/moderate income guidelines. YTD August 2018, a full 93% of the clients receiving case management fall into HUD's extremely low income bracket, which means a household of one has a maximum annual gross income of only \$14,850 (the low/moderate income guidelines for a corresponding household of one is in the \$24,750 - \$39,600 annual gross income range). These are extremely at-risk households with limited capacity to remain financially stable let alone access services on their own.

Beneficiaries: In 2019, we anticipate that approximately 1,800 Lakewood residents (27% of the food clients) will receive case management services. Although CDBG funded programs are designed for low/mod income individuals, it is our experience that over 90% will be of extremely low income.

Total Project Budget: \$ 96,740

CDBG Funding Request: \$ 24,126

**Lakewood Community Services Center
Employment Services Program**

CDBG Eligibility Criteria

Lakewood Community Services Center's Case Management Services Program satisfies the following eligibility criteria and is therefore suitable for CDBG 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 Outcome

Availability/Accessibility

Project Narrative

1. Unmet Community Needs & Service Gaps Addressed

LCSC is the only agency in Lakewood that provides case management services to the community's adult (18-59) population, which YTD August 2018 represents 51% of the total number of clients who present for emergency food. It is also important to note that of the total number of clients who have presented with the need for case management and referrals this year, 36% are single female heads of household (up from 28% for the same period last year) and 13% are adults aged 62 and older. These are particularly vulnerable populations, many with no family supports, who often need multiple services over a long engagement period.

2. Target Population & Outreach Efforts to Potential Beneficiaries

Target Population

The population served by CDBG-funded case management services must be Lakewood residents who meet HUD's low/moderate income guidelines. YTD August 2018, 93% of the clients receiving case management fall into HUD's extremely low income guidelines, which means a household of one can have a maximum annual gross income of at or below \$14,850. While it is understandable that HUD mandates that those individuals with the least amount of household income need to take precedence in the determination of eligibility, it is also true that individuals/households in this income bracket are the most difficult to help and need the most case management in order to access mainstream benefits, community resources, etc. with the goal of household stability.

Outreach Efforts

Every client who presents for emergency food at LCSC is asked at intake if he/she needs any additional services or supports and is referred immediately to one of the LCSC social workers for an assessment. Information about the initial assessment and all referrals and linkages made and any services provided are entered into the password-protected pages of LCSC's proprietary client database. On subsequent visits for food, the intake volunteer will immediately see a flag for any client who has received case management in the past, but who has not followed up in six or more months. Intake volunteers are instructed to ask the client if he/she would like to meet with a social worker.

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, North Coast Health, the 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. Additionally, brochures are available at the Lakewood Public Libraries, all schools, churches, City Hall, etc.

3. Geographic Service Area

CDBG-funded case management services are available to Lakewood residents only.

4. Primary Goals & Objectives

The primary goal for case management is to link individuals and families to services and supports that impact their stability and sustainability through access to safe and affordable housing, mainstream benefits, cash benefits and any other resources (e.g., mental health services, substance abuse treatment, employment services). The sustainability of individual households impacts the stability of rental properties, neighborhoods, classrooms and the greater community.

5. **Activities Undertaken/Services Provided & Delivery Strategy**

Case management by LCSC social workers encompasses a wide variety of services. In some instances, this service might be just one referral to an agency that provides access to mainstream benefits (an example would be a referral to Ohio Works First (OWF) for a client new to Lakewood or new to the system). For this application, case management is defined as ongoing that can take months or longer (access to Social Security benefits, referrals to mental health services, ongoing interventions re housing stability are good examples).

After the initial assessment, the social worker has a sense of the client needs and barriers to sustainability and can then work to develop a case plan to establish a manageable process to work toward stability. The activities are as varied as the clients who present for assistance. Clients new to Lakewood or to LCSC (YTD August 2018, an average of 40 households that come into the Center for food each month- after January when all are considered new clients - have never come to the Center before) often need to be made aware of the social services available to them in the community (Division of Youth or Aging, North Coast Health, GED services, Family Resource Coordinators at the schools, subsidized senior housing, etc.). Clients who are new to the benefits system often need referrals to OWF, Prevention, Retention & Contingency (PRC) Program, Domestic Violence Center, 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. Clients who do not qualify for ESG-funded homelessness prevention services may need to be referred to other sources of assistance or to a shelter or might benefit from the LCSC social worker negotiating with the landlord to reach agreement to keep a client family housed.

We continue to see a significant increase in what we call our “gap clients.” These are individuals who have not been able to qualify for SSI for a variety of reasons (many of whom were not identified by a parent or parents before they reached the age of 18 and now as adults find it almost impossible to qualify for assistance), but who are not employable above minimum wage if that. This is a very difficult group that requires referrals, advocacy, assistance from other community organizations – and a lot of time! We also experience a seasonal increase in domestic violence and an increase in utility shut-offs, which can add additional case management time. One very significant and growing problem is housing insecurity as management companies proliferate in Lakewood, purchase traditionally low-rent buildings with the intention to upgrade and significantly increase monthly rents well out of the reach of most, if not all, tenants.

The LCSC case management engagement always involves multiple brainstorming/wraparound sessions (both with internal staff and with community partners) and includes a focused effort to ensure that clients return for additional services and connections to community providers.

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

Clients who receive case management at LCSC are almost always emergency food clients who are comfortable with both the agency and its staff. Many come for food every month and have established relationships with our licensed social workers and with the volunteers and support staff. This uniquely personal approach has a positive impact on client outcomes based on familiarity, ease of access and trust.

LCSC is unique in that multiple support services are available right on site at the Center. Murtis Taylor staff is onsite daily for mental/behavioral health assistance – clients can often get a same day assessment, which is not the case when referring to an outside source of support; The Centers El Barrio HireLocal Lakewood will launch in mid October with a full time on site Workforce Coordinator and support from an El Barrio recruitment team to identify potential program hiring partners in the community; and an attorney is available once a month for free legal assistance with civil issues. It should be noted that the closing of Cleveland Tenants Organization has impacted our ability to help clients navigate tenant/landlord issues and referrals to Legal Aid Society can take months.

Because clients often come in for food every month, LCSC social workers have a unique opportunity to follow up with them to measure their success in accessing support and to assist them become more successful.

7. Primary Staff Responsible for Program Administration & Implementation

Job Title	Hours/Week Devoted to Program	% CDBG Funded	Brief Summary of Responsibilities
Senior Manager, Client Services	15	41%	Client assessment; case management and referrals; client data entry; supervision of volunteers who have direct client interface
Senior Social Worker	15	41%	Client assessment; case management and referrals; client data entry; supervision of volunteers who have direct client interface; home visits as needed
Executive Director	2	25%	Program oversight; preparation of accomplishment reports to City of Lakewood; fundraising; reports to foundations/donors.

8. Project Implementation Schedule

Milestone	Completion Deadline
Case management and referral services to 1,080 unduplicated clients	March 31, 2019
Case management and referral services to 267 unduplicated clients	June 30, 2019
Case management and referral services to 259 unduplicated clients	September 30, 2017
Case management and referral services to 194 unduplicated clients	December 31, 2019
Note: Ongoing case management services will be provided to an estimated 1,800 unduplicated clients in 2019. This estimate is based on serving 6,750 food clients and represents 26.7% of this population, which is consistent with ongoing case management activity in 2018. Because clients requesting/receiving case management are typically food service clients, the number served in the first quarter is higher because ALL clients are considered unduplicated when they present for the first time. This number reflects total unduplicated clients not total services.	

9. Beneficiaries (January 1 – December 31, 2019)

Unduplicated Persons Served: 1,800

Unduplicated Low-Moderate Income Persons Served: 1,800

10. Program Evaluation

Describe Data Collection Tools & Outcome Measurement Procedures/Methodology

Data Collection Tools & Outcome Measurement Procedures/Methodology**Data Collection Tools**

All data for clients receiving case management services is 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 Accomplishment Report, which we prepare and send to the City of Lakewood each month. 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.

Outcome Measurement Procedures & Methodology

Client services are also entered into the County's HMIS system, ServicePoint. This software tracks length of time receiving case management services; services received; and objectives at entry and exit points. In 2018 we worked with a team of graduate students under the supervision of Robert L. Fischer, PhD, Associate Professor at the Jack, Joseph and Morton Mandel School of Applied Social Sciences of Case Western Reserve University. The goal was to research best practices for defining/measuring outcomes for families receiving supportive services. At the end of the term, we agreed that the students perhaps struggled with the context of the outcomes and understanding the quantitative methods in the Snohomish County Self Sufficiency Matrix we were working with. To that end, we are now working with the Cleveland/Cuyahoga Office of Homeless Services, and in particular with Allison Gill, HMIS System Administrator in that office, to start evaluating the work required to incorporate LCSC data into Bowman Systems' Self Sufficiency Outcomes Matrix, which can now be accessed in ServicePoint, the county's homeless information management system. LCSC would be the first agency in the county to use this new outcomes module.

Strategy for Coordination with the City & Community Partners

LCSC works closely with the City of Lakewood Department of Human Services and the Lakewood Collaborative to ensure the services that we can offer clients are well understood and so that individuals are referred to LCSC whenever needs are known. When appropriate, LCSC case managers and case managers from the Division of Youth and Division on Aging form wrap teams to ensure that issues affecting the entire household are addressed and that a case plan for the family is developed and implemented. Community partners, both in Lakewood and throughout the country refer clients to LCSC on a routine basis, with follow up by the appropriate agency/agencies.

11. Project Budget

Expenses

Expense Category	Total Project (A)	CDBG Funds(B)	CDBG % of Total (B/A)
Personnel			
Salaries	\$53,327		
Fringe Benefits	7,603		
Sub-Total Personnel	\$60,930	\$24,126	39.6%
Overhead & Operations			
Rent/Lease	\$6,300		
Insurance - Property	200		
Materials & Supplies	500		
Professional Services – Accountant	1,000		
Postage	0		
Travel	1,500		
Utilities/Telephone	2,000		
Insurance - Liability	3,850		
Equipment	500		
Indirect Costs ¹	0		
Other: Cleaning Services	1,100		
Other: Continuing Education	900		
Other: Licensure	800		
Other: In-kind volunteer hours @ \$15/hr	17,160		
Sub-Total Overhead & Ops	\$35,810		
Total Project Costs	\$96,740	\$24,126	24.9%
¹ Indirect costs may not be paid with CDBG funds			

Funding Sources

Source	Requested	Committed	Total
Agency Funds		\$25,454	\$25,454
CDBG FY18-FY19 CDBG Carry Forward Funds (Est)			
Other (Non-CDBG) Federal			
State			
Local			
County			
Private (Foundations, Individuals, etc...)		30,000	30,000
Earned Revenue/Fees			
Other: In-kind volunteer hours (@ \$15/Hour)		17,160	17,160
Other:			
Other:			
Other:			
Lakewood FY19 CDBG Funding Request	\$24,126		
Total Funding Sources	\$24,126	\$72,614	\$96,740