



Cover Sheet

Organization	Lakewood Community Services Center
Organization Type	Not-For-Profit
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Project/Program Name	Employment Services
Total FY19 Project Budget	\$147,160
FY19 CDBG Funding Request	\$38,964

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: HireLocal Lakewood

Program Description: Lakewood Community Services Center has partnered with The Centers for Families and Children, one of the largest human services agencies in Northeast Ohio, to deliver an onsite program that will offer job seekers actual connections to employment and training, namely, free short-term certification opportunities, career paths associated with each one and local employers. LCSC will serve as a business community employment site where Lakewood businesses can share their workforce needs on community boards, hold job fairs and other job match-making activities. The Centers' workforce program, El Barrio, has created a HireLocal model implemented in Cleveland's Detroit Shoreway area that is being replicated in the City of Lakewood. This program's objectives are to decrease unemployment, eliminate transportation as a barrier to employment by connecting neighbors to neighborhood employment and to impact local economic development by bringing livable wages to Lakewood neighborhoods and making hiring processes easier for local businesses

HireLocal Lakewood will be managed and staffed by El Barrio Workforce Center. A full time Workforce Coordinator will be the neighborhood face of El Barrio at LCSC and will implement the following activities:

- Provide job seekers with information on career pathways, training and job opportunities
- Schedule pre-screening appointments
- Conduct pre-screens to determine barriers, skills, interests and possible matches with employers
- Conduct guided job searches for clients deemed work-ready
- Coordinate guided online mass applications for a particular company (often guided on site by a company representative)
- Reach out to local businesses to determine positions that need to be filled

Community Needs Addressed: The City of Lakewood fares well compared to neighboring Cleveland with a recent 3.6% unemployment rate vs. Cleveland's 6.1%. However, according to the Bureau of Labor statistics (2017) 14.4% of all Lakewood residents are considered to live in poverty. To make things more challenging, according to the 2017 American Community Survey data, more than a quarter (26.3%) of the population has a high school diploma/GED or less, with which they are expected to become gainfully employed and compete in an already overly competitive labor marketplace.

Anticipated Outcomes: Increased work readiness of low-skilled Lakewood residents; work-ready Lakewood residents will be connected to employers offering positions available in the City; HireLocal Lakewood at LCSC will be a trusted resource for Lakewood businesses looking to hire locally.

Beneficiaries: Anticipated serving 125 low/mod income Lakewood residents in Year 1

Total Project Budget: \$147,160

CDBG Funding Request: \$38,964

**Lakewood Community Services Center
Employment Services Program**

CDBG Eligibility Criteria

Lakewood Community Services Center's Employment 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

While the City of Lakewood fares well compared to neighboring Cleveland with a recent 3.6% unemployment rate (Cleveland is at 6.1%), 14.4% are still considered to live in poverty. To make things more challenging, more than a quarter (26.3%) of Lakewood's population has a high school diploma or less, with which they are expected to become gainfully employed and compete in an already overly competitive labor marketplace.

Meanwhile the Lakewood business community continues to grow especially in the general customer service and restaurant industries, and despite un- and underemployment, employers continue to struggle with finding qualified employees that they can retain. Among the barriers they frequently cite in retaining talent are transportation and lack of soft skills.

As one of the most densely populated cities between Cleveland and Chicago, Lakewood does not have a workforce development center that serves as a venue where employers and job seekers can meet in a neighborhood environment.

2. Target Population & Outreach Efforts to Potential Beneficiaries

All unemployed and underemployed Lakewood residents are the primary target population. Local Lakewood businesses challenged to find qualified and pre-screened employees will find solutions to their hiring needs in a neighborhood venue with qualified candidates who live in Lakewood.

In the past, the primary potential beneficiaries of the employment program at LCSC have been current LCSC clients. Going forward with a new model, LCSC will utilize its network of local community partners to promote the opening of a workforce opportunity and recruitment center in the heart of Lakewood. Our partner, The Centers for Families and Children (The Centers), will also leverage its existing Lakewood presence and recruitment teams to increase outreach efforts within the community. El Barrio will launch HireLocal Lakewood, modeled on its successful HireLocal Detroit Shoreway initiative.

3. Geographic Service Area

LCSC and its community partners serve individuals in Lakewood and the surrounding communities; however, no potential program participant will be refused regardless of residence. CDBG funds will be used to serve Low/Mod Income Lakewood residents *only*.

4. Primary Goals & Objectives

- A. Increase the work readiness of low-skilled Lakewood residents.
 - a. Pre-screen job seekers for barriers, skills and interests and create Individual Service Plans to guide effective job search.
 - b. Connect job seeking Lakewood residents to free training opportunities
 - c. Promote career pathway opportunities to Lakewood job seekers
 - d. Offer El Barrio workshops at LCSC
- B. Connect work-ready Lakewood residents to employers offering positions available in the City
 - a. Pre-screen work-ready Lakewood job seekers to match with available job opportunities
 - b. Offer industry certification opportunities to improve marketability
 - c. Host events at LCSC where local employers and job seekers meet in a comfortable environment
- C. Assist Lakewood-based businesses in finding work-ready employees
 - a. Connect with Lakewood businesses and learn of their needs and ideal candidates
 - b. Connect businesses to pre-screened candidates through direct referral, events or application processes
 - c. Become a trusted resource for Lakewood businesses.

5. Activities Undertaken/Services Provided & Delivery Strategy

Lakewood Community Services Center has partnered with The Centers for Families and Children, one of the largest human services agencies in Northeast Ohio, to open an onsite program that will offer job seekers actual connections to employment and training, namely, free short-term certification opportunities, career paths associated with each one and local employers. LCSC will also serve as a business community employment site where Lakewood businesses can share their workforce needs on community boards, hold job fairs and other job match-making activities. The Centers' workforce program, El Barrio, has created a HireLocal model implemented in Cleveland's Detroit Shoreway area that will launch in Lakewood in October, 2018. This program's objectives are to decrease unemployment, eliminate transportation as a barrier to employment by connecting neighbors to neighborhood employment and to impact local economic development by bringing livable wages to Lakewood neighborhoods and making hiring processes easier for local businesses.

HireLocal Lakewood at LCSC will be managed and staffed by El Barrio Workforce Center, a program that has consistently demonstrated excellent results in its corporate partner engagement, job placement outcomes and retention results. A full time Workforce Coordinator will be the neighborhood face of El Barrio at LCSC who will implement the following activities:

- Provide job seekers with information on career pathways, training and job opportunities
- Schedule pre-screening appointments
- Conduct pre-screens to determine barriers, skills, interests and possible matches with employers
- Conduct guided job searches for clients deemed work-ready
- Coordinate guided online mass applications for a particular company (often guided on site by a company representative)
- Reach out to local businesses to determine positions that need to be filled

El Barrio Workforce Center will leverage all of its existing resources at its two campuses – particularly the Gordon Square location in Cleveland - to assist in achieving the stated goals. Some examples include:

- Associate Director, El Barrio will supervise the Workforce Coordinator; the Manager of Business Development will participate in job developing and engaging local Lakewood businesses to partner in the HireLocal model
- Recruiters will distribute information about HireLocal Lakewood throughout Lakewood jointly with LCSC staff, volunteers and community partners (e.g. The Lakewood Chamber of Commerce and Lakewood Alive)
- Career coaches, case managers and retention specialists at the Gordon Square campus will deliver certification training for lower skilled participants; case management and post-employment follow up for Lakewood job seekers referred for training

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

HireLocal Lakewood will position itself as the dynamic neighborhood venue where businesses and job seekers can meet in a casual and non-intimidating environment and the place to find out about local careers and employment. It will be staffed by a full time Workforce Coordinator who will serve as the primary connector between training tracks, Lakewood businesses and job seekers. This close contact approach has worked well for El Barrio because both client and business information are at hand for the Workforce Coordinator to make the connection. HireLocal Lakewood at LCSC will permanently have displays of literature available on careers in pharmacy, customer service, and hospitality, as well as career boards and technology to immediately connect with a recruiter or the Workforce Coordinator if not on site at LCSC. As is the case with HireLocal Detroit Shoreway, potential employers will be recruited as HireLocal Lakewood partners, will sign a program pledge and will agree to display Hire Local Lakewood-branded materials at their business establishments.

Instead of LSCS replicating services that already exist, we have sought out an experienced and highly-regarded partner with a track record of innovation and quality to create a new model of engaging local businesses to neighborhood workforce. Businesses and job seekers will meet in a casual environment that eliminates stress from the hiring process for both sides of the equation. HireLocal Lakewood at LCSC will be open during the same hours as LCSC except for special events. If for any reason, the Workforce Coordinator is absent when a job seeker or a business representative comes looking for services, the job seeker or business representative will be able to access a computer screen and connect live with an El Barrio recruiter who can deliver needed information and provide them with an appointment with the Workforce Coordinator.

7. Primary Staff Responsible for Program Administration & Implementation

Job Title	Hours/Week Devoted to Program	% CDBG Funded	Brief Summary of Responsibilities
The Centers El Barrio: Workforce Coordinator; Career Coach; Associate Director; Recruiter	Workforce Coordinator: 40 hrs/wk; Career Coach: 10 hrs/wk; Recruiter: 8 hrs/wk; Associate Director: 4 hrs/wk	25%	Associate Director, El Barrio, serves as the primary contact with LCSC staff; Workforce Coordinator role as described above; Recruiter outreaches to prospective HireLocal Lakewood program participants and potential local employers; Career Coach will deliver certification training, case management and post-employment follow up
LCSC Senior Manager, Client Services	4	100%	Intake potential program candidates from LCSC client base; referrals to Workforce Coordinator; outreach to community partners; meeting with El Barrio staff
LCSC Social Worker	3	100%	Intake potential program candidates from LCSC client base; referrals to Workforce Coordinator; outreach to community partners; meeting with El Barrio staff
LCSC Executive Director	2	100%	Interface with El Barrio staff and management; outreach to community partners; LCSC staff oversight; reporting to City of Lakewood; fundraising

8. Project Implementation Schedule

Milestone	Completion Deadline
Engage 20 program participants and 4 local businesses; host 2 business events (hiring sessions, match-making, meet and greet);	March 30, 2019
Engage 30 program participants and 3 local businesses; host 2 business events (hiring sessions, match-making, meet and greet);	June 29, 2019
Engage 30 additional program participants and 3 additional businesses; host 3 additional business events as described above	September 28, 2019
Engage 35 additional program participants and 3 more businesses; host 3 more business events as described above	December 28, 2019

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

Unduplicated Persons Served: 125

Unduplicated Low-Moderate Income Persons Served: 125

10. Program Evaluation

Data Collection Tools

The Centers – El Barrio uses Commence, a customer relationship management software program to track client demographics, intake activity, outreach activity, community events, numbers served against target and any additional services/engagements. This report will be provided to LCSC on a monthly basis and includes monthly and year to date program data as well as timesheets for all The Centers staff engaged in the program delivery. LCSC uses our own proprietary client database created in Access. Because HireLocal Lakewood will be partially funded by HUD CDBG dollars, we are mandated to enter client data into ServicePoint and generate reports every month and a final report at the end of each calendar year. These reports are submitted to the City of Lakewood.

Outcome Measurement Procedures/Methodology

We anticipate that during FY 2019, 125 individuals will participate in HireLocal Lakewood activities. Outcome data will be entered into Commence to include number of:

- Business events
- Clients coming to HireLocal Lakewood at LCSC
- Clients starting job training
- Clients reaching work competency
- Clients earning certifications
- Clients placed
- Clients placed in Lakewood businesses

11. Strategy for Coordination with the City & Community Partners

LCSC will work closely with the City of Lakewood Division of Youth, North Coast Health, the Family Resource Coordinators at the City of Lakewood Schools, West Shore Technical Education District, potential HireLocal Lakewood employer/partners, etc. to ensure that The Centers for Families and Children, their El Barrio workforce program and our new on site initiative is well know and well understood so that these community partners can confidently refer potential program participants.

12. Additional Information and/or Data That Will Assist Lakewood's Citizens Advisory Committee and City Staff in Evaluating this Funding Request

As those of you who were members of the Citizens Advisory Committee last year will remember, LCSC and The Centers anticipated launching what we then called the Workforce Opportunity and Recruitment Kiosk (WORK) during First Quarter 2018. After much discussion and The Centers El Barrio's careful evaluation of the successes and challenges of their HireLocal Detroit Shoreway initiative, we came to the mutual decision to re-brand our partnership as HireLocal Lakewood because of the comparable local job opportunities and the similarities between clients presenting at El Barrio and those we anticipate serving at LCSC. Also we strongly feel that HireLocal Lakewood is a brand easily understood by clients, community partners and local employers.

During First Quarter 2018, El Barrio's Director of 17 years, Ingrid Angel, made the difficult decision to retire early to allow her the time she needed to care for her aging parents in Bogota, Columbia. The Centers made the strategic decision to create a new position within the organization, the Vice President of Workforce and Workplace that has management and oversight for both El Barrio and Ease@Work, their workplace assistance program. It was decided that we would not move forward until this critical position was hired and in place.

Based on the shift to HireLocal Lakewood and the new staffing model, a revised Memorandum of Understanding was signed in May 2018. The planning and design work began in earnest in May with the following list of accomplishments YTD end September:

- El Barrio undertook renovation of the existing LCSC space earmarked for the program to allow for flexibility to utilize it for classroom work, job fairs and onsite employer engagement and candidate interviews
- The Centers and LCSC co-developed the HireLocal Lakewood brand and the collateral and marketing materials that reflect that brand
- The Centers designed and produced window cling signage for the west side of the LCSC space so that their presence here at LCSC and the HireLocal Lakewood message was clearly visible to potential candidates and employers as well as the community at large
- Technology was purchased and installed; existing computers were upgraded
- A full time Workforce Coordinator was recruited and hired; The Centers achieved our mutual preference to hire a Lakewood resident
- Introductory discussions were held with the Lakewood Chamber of Commerce and Lakewood Alive to ensure these two critical community partners' buy in
- An exploratory meeting was held with William DiMascio, Principal at West Shore Technical-Education District to introduce the program and to gauge its fit to his students' needs

13. Project Budget

Expenses

Expense Category	Total Project (A)	CDBG Funds(B)	CDBG % of Total (B/A)
Personnel			
Salaries – The Centers El Barrio	\$65,404	\$16,351	25%
Fringe Benefits – The Centers	16,791	4,198	25%
Salaries - LCSC	16,155	16,155	100%
Fringe Benefits - LCSC	2,260	2,260	100%
Sub-Total Personnel	\$100,610	\$38,964	38.7%
Overhead & Operations			
Rent/Lease	\$10,500		
Insurance – Property & Liability	5,000		
Materials & Supplies – Marketing and Educational	3,000		
Professional Services – LCSC Accountant	1,000		
Travel – Mileage for The Centers Staff	650		
Utilities/Telephone	3,000		
Equipment	1,000		
Indirect Costs ¹ – The Centers	13,400		
Other: On & off-site IT costs for The Centers staff (computers, laptops, cell phones)	2,000		
Other: Certifications	500		
Other: Cleaning Services	1,900		
Other: Printing and copying	600		
Other: In-kind volunteer hrs @ \$15/hr	4,000		
Sub-Total Overhead & Ops	\$46,550		
Total Project Costs	\$147,160	\$38,964	26.5%
¹ Indirect costs may not be paid with CDBG funds			

Funding Sources

Source	Requested	Committed	Total
Agency Funds		\$16,500	\$16,500
CDBG FY18-FY19 CDBG Carry Forward Funds <i>(Est)</i>		6,000	6,000
Other (Non-CDBG) Federal			
State			
Local			
County			
Private <i>(Foundations, Individuals, etc...)</i>	45,000	43,000	88,000
Earned Revenue/Fees			
In-Kind/Volunteer (@ \$15/Hour)		4,000	4,000
<i>Lakewood FY19 CDBG Funding Request</i>	<i>38,964</i>		<i>38,964</i>
Total Funding Sources	\$83,964	\$69,500	\$153,464